

Pichette, Chanelle (INFC)

From: Sampada Chandane [REDACTED]@waterfronttoronto.ca>
Sent: July 6, 2018 9:04 AM
To: Chan, David (ENERGY) (David.Chan@ontario.ca); Shairoz Murji; Nassif, Marie-Pier (INFC)
Subject: RE: Waterfront Toronto's Audited Financial Statements for FY ended March 31, 2018 (French version)
Attachments: 20180331 FS final TWRC (French).pdf

Hi All,

Please see attached WT's audited March 31/18 French version statements.

Thanks,
 Sampada

From: Sampada Chandane
Sent: Tuesday, July 3, 2018 1:34 PM
To: Chan, David (ENERGY) (David.Chan@ontario.ca) <David.Chan@ontario.ca>; 'Shairoz Murji' [REDACTED]@toronto.ca>; 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>
Subject: RE: Waterfront Toronto's Audited Financial Statements for FY ended March 31, 2018

Hi All,

The statements included in my email from June 28th were missing a page which I have now attached. A complete set of audited FY ended March 31, 2018 English version statements have been attached. The French version to follow this week. Please accept my apologies.

Thanks,
 Sampada

From: Sampada Chandane
Sent: Thursday, June 28, 2018 11:35 AM
To: Chan, David (ENERGY) (David.Chan@ontario.ca) <David.Chan@ontario.ca>; Shairoz Murji [REDACTED]@toronto.ca>; 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>
Cc: Lisa Taylor <LTaylor@waterfronttoronto.ca>
Subject: Waterfront Toronto's Audited Financial Statements for FY ended March 31, 2018

Hi All,

Please see attached Waterfront Toronto's audited financial statements (English and French versions) for the Fiscal Year ended March 31, 2018.

Thanks,
 Sampada

sampada chandane | corporate controller | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

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États financiers de

Société de revitalisation du secteur riverain de Toronto
(faisant affaire sous le nom de Waterfront Toronto)

Au 31 mars 2018

Société de revitalisation du secteur riverain de Toronto

Au 31 mars 2018

Table des matières

Responsabilité de la direction pour les états financiers.....	1
Rapport de l'auditeur indépendant.....	2
État de la situation financière.....	3
État des résultats.....	4
État des gains et pertes de réévaluation.....	5
État de l'évolution de l'actif net.....	5
État des flux de trésorerie.....	6
Notes complémentaires aux états financiers.....	7-18



Responsabilité de la direction pour les états financiers

28 juin 2018

La direction est responsable de l'intégrité et de l'objectivité des états financiers ci-joints de Société de revitalisation du secteur riverain de Toronto (la « Société »). Ces états financiers ont été préparés conformément aux normes comptables canadiennes pour le secteur public établies par Comptables professionnels agréés du Canada (CPA Canada). Les principales méthodes comptables de la Société sont décrites à la note 2 aux états financiers.

La direction est également responsable du maintien du système de contrôle interne conçu pour fournir une assurance raisonnable que les actifs sont protégés, que les transactions sont autorisées et comptabilisées correctement, et que l'information financière fiable est disponible pour la préparation des états financiers.

La direction rencontre les auditeurs externes, les comités de finances, d'audit et de gestion des risques et le Conseil d'administration pour réviser les états financiers et pour discuter des rapports financiers ou contrôles internes significatifs avant l'approbation des états financiers.

Les états financiers ont été audités par BDO Canada s.r.l./S.E.N.C.R.L./LLP, les auditeurs externes indépendants désignés par le Conseil d'administration. Le rapport de l'auditeur indépendant ci-joint décrit les responsabilités de la direction, les responsabilités de l'auditeur, la portée de son examen et de son opinion sur les états financiers de la Société.

Président-directeur général

Chef des finances



Tel: 905 270-7700
Fax: 905 270-7915
Toll-free: 866 248 6660
www.bdo.ca

BDO Canada s.r.l./S.E.N.C.R.L./ LLP
1 City Centre Drive, bureau 1700
Mississauga ON L5B 1M2 Canada

Rapport de l'auditeur indépendant

Au conseil d'administration de la Société de revitalisation du secteur riverain de Toronto

Nous avons effectué l'audit des états financiers ci-joints de la Société de revitalisation du secteur riverain de Toronto, qui comprennent l'état de la situation financière au 31 mars 2018, et les états des résultats, des gains et pertes de réévaluation, de l'évolution de l'actif net et des flux de trésorerie pour l'exercice terminé à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

Responsabilité de la direction pour les états financiers

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour le secteur public, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Opinion

À notre avis, les états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière de la Société de revitalisation du secteur riverain de Toronto au 31 mars 2018, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour le secteur public.

BDO CANADA s.r.l./S.E.N.C.R.L.

Comptables professionnels agréés, experts-comptables autorisés
Mississauga (Ontario)
28 juin 2018

Société de revitalisation du secteur riverain de Toronto
État de la situation financière
au 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Actif		
Court terme		
Encaisse (Note 9)	42 189 860	16 966 265
Placements à court terme	17 131 766	15 052 356
Débiteurs (Note 3)	2 181 400	18 072 577
Dépôts et charges payées d'avance et autres actifs (Note 4)	7 442 441	4 785 015
	68 945 467	54 876 213
Encaisse et placements affectés (Note 5)	12 496 396	11 484 278
Actifs en voie d'aménagement (Note 6)	346 825 441	300 135 354
Immobilisations (Note 7)	88 725 244	87 699 936
Autres éléments d'actif (Note 8)	34 181	26 625
	517 026 729	454 222 406
Passif et actifs nets		
Court terme		
Créditeurs et charges à payer (Note 10)	21 848 815	6 700 489
Apports reportés (Note 11)	57 429 281	45 446 291
Autres passifs et obligations (Note 12)	1 084 505	466 631
	80 362 601	52 613 411
Autres passifs et obligations (Note 12)	4 688 183	5 491 844
	85 050 784	58 105 255
Actifs nets (Note 13)	431 975 945	396 117 151
	517 026 729	454 222 406

Les notes complémentaires font partie intégrante des états financiers.

Au nom du Conseil :

Administrateur

Administrateur

Société de revitalisation du secteur riverain de Toronto
État des résultats
au 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Produits		
Ville de Toronto	49 006 608	5 804 106
Autres apports affectés	3 209 591	4 027 662
Province de l'Ontario	-	4 000 000
	52 216 199	13 831 768
Moins : Apports du gouvernement pour actifs en voie d'aménagement	(35 733 103)	(11 471 822)
Augmentation (diminution) des apports reportés pour la continuité des opérations reliés aux exercices futurs	(11 982 990)	12 896 550
	4 500 106	15 256 496
Charges (Note 14)		
Initiatives stratégiques	4 110 060	4 882 400
Ensemble des localités	2 725 101	7 934 825
Eastern Waterfront Transit	1 195 769	827 720
Lieux publics	467 743	699 530
	8 498 673	14 344 475
Insuffisance (excédent) des produits sur les charges pour l'exercice	(3 998 567)	912 021
Autres produits de fonctionnement nets (Note 17)	2 595 916	2 148 935
Autres produits sur disposition de terrain (Note 18)	1 520 328	3 326 343
Excédent des produits sur les charges	117 677	6 387 299

Les notes complémentaires font partie intégrante des états financiers.

Toronto Waterfront Revitalization Corporation
État des gains et pertes de réévaluation
Exercice terminé le 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Cumul des gains de réévaluation, au début de l'exercice	127 371	1 635
Gains non réalisés (pertes non réalisées) attribuables à :		
Conversion des devises	190 043	-
Placements à court terme	(182 029)	125 736
Gains nets de réévaluation pour l'exercice	8 014	125 736
Cumul des gains de réévaluation, à la fin de l'exercice	135 385	127 371

État de l'évolution de l'actif net
Exercice terminé le 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Actif net, au début de l'exercice	396 117 151	404 781 843
Plus : Excédent des produits sur les charges	117 677	6 387 299
Plus : Gains nets de réévaluation	8 014	125 736
Moins : Transfert d'actifs au gouvernement	-	(26 649 549)
Plus : Apports du gouvernement pour actifs en voie d'aménagement	35 733 103	11 471 822
Actif net, à la fin de l'exercice	431 975 945	396 117 151

Les notes complémentaires font partie intégrante des états financiers.

Société de revitalisation du secteur riverain de Toronto

État des flux de trésorerie

Exercice terminé le 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Flux de trésorerie liés aux activités de fonctionnement		
Rentrées de fonds :		
Apports non affectés liés aux activités de fonctionnement	17 797 717	12 063 680
Apports du gouvernement et autres apports affectés liés aux activités de fonctionnement	7 311 432	13 339 336
Rabais sur les taxes de vente	2 137 055	2 844 370
Revenus de location nets reçus liés aux activités de fonctionnement	1 754 451	2 276 602
Revenus de placement reçus liés aux activités de fonctionnement	294 074	116 685
	29 294 729	30 640 673
Sorties de fonds :		
Charges de planification et de mise en place	(18 061 049)	(11 843 197)
Frais de soutien aux projets	(8 703 568)	(8 105 228)
Paievements de transfert	(540 730)	(788 500)
	(27 305 347)	(20 736 925)
Rentrées de fonds nettes liées aux activités de fonctionnement	1 989 382	9 903 748
Flux de trésorerie liés aux activités d'investissement en immobilisations		
Apports en encaisse du gouvernement pour actifs en voie d'aménagement	46 717 433	16 962 658
Sorties de fonds pour l'acquisition d'actifs en voie d'aménagement	(20 481 855)	(15 210 574)
Sorties de fonds pour l'acquisition d'immobilisations	(602 433)	(321 717)
Rentrées de fonds nettes liées aux activités d'investissement en immobilisations	25 633 145	1 430 367
Flux de trésorerie liés aux activités de placement		
Sorties de fonds pour l'achat de valeurs mobilières supplémentaires	(2 389 564)	(1 621 362)
Placements d'encaisse affectée	(9 368)	86 430
Rentrées de fonds pour le rachat de placements à court terme	-	1 000 000
Sorties de fonds nettes liées aux activités de placement	(2 398 932)	(534 932)
Augmentation de la trésorerie	25 223 595	10 799 183
Encaisse, au début de l'exercice	16 966 265	6 167 082
Encaisse, à la fin de l'exercice	42 189 860	16 966 265

Les notes complémentaires font partie intégrante des états financiers.

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

1. Nature des opérations

La Société de revitalisation du secteur riverain de Toronto (la « Société ») a été constituée le 1^{er} novembre 2001 en vertu des lois de l'Ontario et son seul actionnaire est la Province de l'Ontario.

En vertu de la *Loi de 2002 sur la Société de revitalisation du secteur riverain de Toronto* (la « Loi ») la Société a poursuivi ses opérations à titre de société sans capital-actions à compter du 15 mai 2003. La Société est réputée ne pas être un organisme de la Couronne au sens de la *Loi sur les organismes de la Couronne*.

En vertu de la Loi, les objectifs de la Société sont les suivants :

- a) Mettre en œuvre un programme qui accroît la valeur économique, sociale et culturelle des biens-fonds situés dans le secteur riverain désigné et qui crée un secteur riverain accessible et dynamique pour le logement, le travail et les loisirs, et ce, d'une façon respectueuse de l'environnement et financièrement saine.
- b) Faire en sorte que l'aménagement continu du secteur riverain désigné se poursuive de manière autosuffisante sur le plan financier.
- c) Promouvoir et encourager la participation du secteur privé à l'aménagement du secteur riverain désigné.
- d) Encourager le public à formuler des observations au sujet de l'aménagement du secteur riverain désigné.
- e) Se livrer aux autres activités que prescrivent les règlements.

2. Principales méthodes comptables

a) Référentiel comptable

Les états financiers ont été préparés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif du secteur public, notamment à l'aide des chapitres de la série 4200 des normes figurant dans le manuel de Comptables professionnels agréés (CPA) du Canada.

b) Comptabilisation des produits

La Société suit la méthode du report pour comptabiliser les apports affectés. Selon cette méthode, les apports affectés sont comptabilisés à titre de produits au cours de l'exercice pendant lequel les frais connexes sont engagés. Les apports affectés pour lesquels les restrictions connexes demeurent incomplètes sont comptabilisés à titre d'apports reportés.

Les apports utilisés pour l'achat d'immobilisations amorties sont reportés et amortis en tant que produits à un taux correspondant au taux d'amortissement pour les immobilisations connexes. Les apports pour l'achat d'immobilisations non amorties, telles qu'un terrain, et d'actifs en voie d'aménagement qui seront transférés aux gouvernements une fois achevés sont comptabilisés à titre d'apports directs dans l'actif net.

Selon les ententes relatives aux apports, les apports du gouvernement peuvent seulement être appliqués contre les paiements des coûts admissibles à l'égard des activités de projet définies dans ces ententes. Les apports non affectés, tels que les autres éléments de fonctionnement, sont comptabilisés comme produits dans la période courante.

En plus des apports, la Société dispose de plusieurs autres sources de produits, qui sont comptabilisés comme suit :

(i) Exploitation d'immeubles : Les produits tirés de l'exploitation d'immeubles comprennent principalement les revenus locatifs tirés d'activités de location et de stationnement. Les revenus de stationnement sont comptabilisés au point de service selon la méthode de comptabilité de caisse. Les revenus d'immeubles locatifs sont comptabilisés au moment où ils sont gagnés au cours du bail du locataire. Waterfront Toronto a conservé pratiquement tous les avantages et les risques inhérents à la propriété des immeubles qu'il loue et, par conséquent, comptabilise les baux avec ses locataires comme contrats de location-exploitation. Les revenus locatifs comprennent le recouvrement des dépenses de fonctionnement, y compris l'impôt foncier, la taxe sur le capital et d'autres impôts et taxes similaires. Les recouvrements de dépenses de fonctionnement sont comptabilisés au cours de la période où ils sont imputés aux locataires.

2. Principales méthodes comptables (suite)

(ii) Vente de terrains : Le gain ou la perte de la vente de biens immobiliers appartenant à la Société est comptabilisé au moment où le titre est transféré à l'acheteur (le contrôle est transféré) à la clôture de la transaction, soit au moment où pratiquement tous les fonds sont reçus ou à recevoir et que les autres conditions de vente sont remplies.

(iii) Accords de prestation : La Société a conclu certains accords liés à la prestation de services de gestion et d'aménagement de construction. En vertu de ces accords, la Société facture les coûts admissibles aux clients à mesure qu'ils sont encourus. Les revenus liés à ces accords sont comptabilisés à leur facturation, c'est-à-dire lorsque les coûts peuvent faire l'objet d'une estimation raisonnable et que leur recouvrement est raisonnablement assuré.

c) Instruments financiers

Les instruments financiers sont comptabilisés au coût lorsqu'ils sont acquis, à l'exception des apports, qui sont comptabilisés à la juste valeur. Ultérieurement, les placements cotés sur un marché actif sont comptabilisés à la juste valeur, et les gains ou les pertes non réalisés sont comptabilisés à l'état des gains et pertes de réévaluation. Tous les autres instruments financiers sont comptabilisés au coût ou au coût après amortissement, s'il y a lieu. Les actifs financiers font l'objet d'un test de dépréciation lorsque des changements de situation indiquent la possibilité d'une dépréciation de l'actif. Les coûts de transaction liés à l'acquisition, à la vente ou à l'émission d'instruments financiers sont comptabilisés en charges pour les éléments réévalués à la juste valeur à la date de chaque état de la situation financière et imputés à l'instrument financier pour ceux qui sont évalués au coût après amortissement.

Les instruments financiers qui sont ultérieurement évalués à la juste valeur sont regroupés par niveau, de 1 à 3, selon le degré auquel la juste valeur est observable :

(i) Niveau 1 : évaluations de la juste valeur dérivées des prix cotés (non redressés) sur des marchés actifs pour des actifs ou des passifs identiques utilisant le dernier cours du marché;

(ii) Niveau 2 : évaluations de la juste valeur dérivées des données autres que les prix cotés qui sont inclus dans le niveau 1 et observables pour l'actif ou le passif, que ce soit directement (c.-à-d., les prix) ou indirectement (c.-à-d., dérivés des prix);

(iii) Niveau 3 : évaluations de la juste valeur dérivées des méthodes d'évaluation qui comprennent les données de l'actif ou passif et qui ne sont pas basées sur des données du marché observables (données non observables).

Les placements à court terme sont composés de certificats de placement garanti (CPG) et d'obligations encaissables et arrivant à échéance en décembre 2019. Les CPG sont classés au niveau 1 du fait que leur juste valeur est fondée sur des prix cotés sur des marchés actifs pour des actifs identiques. Les obligations encaissables sont classées au niveau 2 du fait que leur juste valeur est fondée sur des données autres que les prix cotés qui sont inclus dans le niveau 1 et observables pour l'actif, que ce soit directement ou indirectement. Il n'y a eu aucun transfert entre le niveau 1, le niveau 2 et le niveau 3.

d) Paiements de transfert et subventions

La Société a conclu des ententes avec de tierces parties qui sont responsables de gérer divers projets dans le secteur riverain de Toronto. Les dépenses liées à ces projets sont comptabilisées dans l'état des résultats comme paiements de transfert et subventions. Selon les modalités de ces ententes, la Société n'assume pas la propriété ou l'exploitation continue de ces projets au cours de leur aménagement ou à leur achèvement.

e) Répartition des frais de soutien généraux

La Société engage certains frais de soutien généraux communs à l'administration de l'organisation et chacun de ses projets. Les frais de soutien sont engagés pour soutenir les secteurs fonctionnels de la construction et de la mise en place, de la planification, de la conception et des approbations et de la gestion de projets. Les frais sont affectés à l'aide d'un coefficient d'imputation des coûts indirects, lequel est fondé sur les frais de soutien généraux par rapport aux frais de main-d'œuvre directe.

f) Impôts sur le revenu

La Société est exonérée des impôts sur le revenu en vertu de l'alinéa 149(1) d.3) de la *Loi de l'impôt sur le revenu* (Canada) et est admissible à un remboursement d'environ 86,5 % de la TVH payée sur les biens et services acquis en vertu de l'alinéa 123(1) b) de la *Loi sur la taxe d'accise*. La Société est inscrite auprès de l'Agence du revenu du Canada comme donataire reconnu et peut délivrer des reçus officiels pour les dons ainsi que recevoir des dons d'organismes de bienfaisance enregistrés.

2. Principales méthodes comptables (suite)

g) Actifs en voie d'aménagement

Les actifs en voie d'aménagement représentent les investissements en actifs dont la Société a reçu le mandat de développer en vertu d'un accord et est le propriétaire réel ou bénéficiaire durant la phase d'aménagement. En ce qui concerne les terrains en voie d'aménagement dans cette catégorie, on comptabilise tous les coûts liés à la préparation d'un terrain pour l'aménagement, notamment les coûts associés à l'embauche d'un promoteur, au zonage et à la gestion et au traitement du sol.

Lorsqu'un actif est quasi-achevé, il peut être transféré au gouvernement visé, qui en assume la propriété et l'exploitation continue, transféré aux immobilisations s'il s'agit d'un actif dont la Société conserve la propriété réelle ou bénéficiaire, ou vendu à un tiers. Le transfert d'un actif à un gouvernement est considéré comme une opération avec une partie apparentée et la différence entre le coût et les produits est comptabilisée directement dans l'actif net. Les gains ou pertes découlant de la vente d'actifs à un tiers sont comptabilisés dans l'état des résultats.

Les actifs en voie d'aménagement sont comptabilisés au coût, ne sont pas amortis et comprennent à la fois les coûts directs du projet ainsi que les coûts indirects directement attribuables à l'actif en voie d'aménagement.

h) Immobilisations

Les immobilisations sont comptabilisées au coût moins l'amortissement cumulé. Toutefois, les terrains ne sont pas amortis. L'amortissement des immobilisations, déduction faite de la valeur résiduelle, est calculé selon la méthode de l'amortissement linéaire, d'après la durée de vie utile estimative de celles-ci, comme suit :

Stationnement	10 ans
Matériel informatique et logiciels	3 ans
Améliorations locatives	5 ans
Matériel et équipement	5 ans
Mobilier de bureau	5 ans

Les coûts engagés pour accroître le potentiel de service d'une immobilisation, y compris un terrain, correspondent à une amélioration et sont capitalisés. Les frais de réparation et d'entretien sont passés en charges. Lorsque une immobilisation corporelle ne permet plus à la Société de fournir des services ou que la valeur des avantages économiques futurs de l'immobilisation est inférieure à sa valeur nette comptable, la valeur comptable de l'immobilisation est réduite pour tenir compte de la baisse de valeur de l'actif.

(i) Utilisation d'estimations

La préparation d'états financiers exige que la direction établisse des estimations et des hypothèses qui ont une incidence sur les actifs et les passifs comptabilisés et sur la présentation des actifs et des passifs éventuels aux dates des états financiers et des montants des revenus et des dépenses comptabilisés durant l'exercice. Les résultats réels pourraient différer de ces estimations. Les estimations les plus importantes concernent l'amortissement et la perte de valeur des immobilisations, les frais courus, les produits reportés et le passif au titre des prestations constituées.

j) Fiducies sous administration

Les fiducies administrées par la Société ne sont pas consolidées dans les états financiers, car elles ne sont pas contrôlées par cette dernière.

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

3. Débiteurs

	31 mars 2018	31 mars 2017
	\$	\$
TVH à recevoir	1 182 501	162 480
Loyers et autres débiteurs	998 899	1 787 386
Vente de stationnement (Note 18)	-	11 687 382
Débiteurs des promoteurs	-	4 000 000
Ville de Toronto	-	435 329
	2 181 400	18 072 577

4. Dépôts et frais payés d'avance

	31 mars 2018	31 mars 2017
	\$	\$
Dépôts affectés à la construction	4 464 939	4 464 939
Frais payés d'avance	2 959 506	287 610
Tranche à court terme des frais payés d'avance et des loyers à recevoir (Note 8)	17 996	32 467
	7 442 441	4 785 015

La Société a remis à la ville de Toronto (la « Ville ») et à Hydro Toronto des dépôts affectés à la construction pour garantir la bonne exécution, l'achèvement des travaux et les obligations connexes nécessaires à la construction d'infrastructures municipales et hydroélectriques par la Société. Les dépôts affectés à la construction seront retournés à Waterfront Toronto à l'échéance de certaines périodes d'exécution et de garantie. Les dépôts affectés à la construction versés à la Ville de 2 181 199 \$ (2017 - 2 181 199 \$) ne portent aucun intérêt; les dépôts affectés à la construction impayés par Hydro Toronto de 2 283 740 \$ (2017 - 2 283 740 \$) seront remis à la Société avec des intérêts calculés au taux de base des prêts aux entreprises de la Banque du Canada moins deux pour cent.

5. Encaisse et placements affectés

La Société a reçu des dépôts soumis à des restrictions qui empêchent son utilisation à des fins d'exploitation et qui sont ventilés ci-dessous :

	31 mars 2018	31 mars 2017
	\$	\$
Art civique East Bayfront	3 174 803	3 130 500
Dépôt - Services d'Internet à haut débit	2 803 370	2 803 370
Dépôt - Accord relatif au projet Bayside	2 155 938	2 125 852
Fonds de garantie West Don Lands	1 574 638	1 574 638
Centre de soins pour enfants East Bayfront	1 468 641	1 448 147
Retenues de garantie à payer (TVH incluse)	1 101 631	110 129
Compte de garantie bloqué - Aménagement de River City	217 375	291 642
	12 496 396	11 484 278

Le fonds de garantie West Don Lands de 1 574 638 \$ représente une garantie financière pour l'infrastructure municipale nécessaire à la phase 1 d'aménagement du quartier West Don Lands et sera retourné à Waterfront Toronto au cours de l'exercice 2018-2019.

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

6. Actifs en voie d'aménagement

Le tableau suivant représente le détail des actifs en voie d'aménagement par catégorie :

	31 mars 2018	31 mars 2017
	\$	\$
Routes, biens du domaine public et services publics	255 207 795	244 640 810
Terrains en voie d'aménagement	73 929 074	39 838 237
Parcs	17 688 572	15 656 307
	346 825 441	300 135 354

Le tableau suivant représente le détail des actifs en voie d'aménagement par quartier :

	Ensemble des localités	Port Lands	Espaces publics	Quayside	Total
	\$	\$	\$	\$	\$
Solde d'ouverture, 1 ^{er} avril 2017	288 445 905	1 464 729	8 952 201	1 272 519	300 135 354
Augmentation des immobilisations	9 891 719	27 637 370	1 155 877	882 711	39 567 676
Gestion de projet directe - Note 14	1 102 710	829 300	247 336	783 194	2 962 540
Frais généraux et de soutien - Note 14	1 498 725	1 299 854	326 722	1 034 570	4 159 871
Solde, 31 mars 2018	300 939 059	31 231 253	10 682 136	3 972 994	346 825 441

Il n'y a eu aucun transfert d'actifs achevés au cours de l'exercice terminé le 31 mars 2018.

7. Immobilisations

	31 mars 2018		31 mars 2017	
	Coût	Amortissement cumulé	Coût	Amortissement cumulé
	\$	\$	\$	\$
Terrains	87 305 565	-	87 305 565	-
Matériel informatique et logiciels	4 178 438	3 033 392	3 224 739	2 874 875
Améliorations locatives	963 034	698 138	720 569	681 895
Matériel et équipement	669 843	660 215	665 537	660 040
Mobilier de bureau	269 054	268 945	269 054	268 718
	93 385 934	4 660 690	92 185 464	4 485 528
Coût moins amortissement cumulé		88 725 244		87 699 936

Les terrains sont comptabilisés au coût selon les principales méthodes comptables. Un terrain en particulier, sous le nom de Quayside, compte environ 2 700 000 pieds carrés classés comme zone d'aménagement.

La Société possède du terrain soumis à une contamination environnementale. Les coûts associés à la remise en état des terrains, qui dépend de l'utilisation finale des terrains, seront comptabilisés dans la période où naît l'obligation.

La Société possède des immeubles sur plusieurs de ses propriétés. Comme ils sont tous destinés à la démolition, et qu'aucun d'entre eux n'est destiné à un usage autre que la location temporaire, ils sont inscrits à une valeur comptable de néant \$ (2017 - néant \$).

8. Autres éléments d'actif

	31 mars 2018	31 mars 2017
	\$	\$
Débiteurs des promoteurs	-	26 625
Frais payés d'avance et loyers à recevoir	52 177	32 467
	52 177	59 092
Moins : Tranche à court terme (Note 4)	(17 996)	(32 467)
	34 181	26 625

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

9. Facilité de crédit

En 2015, la Société a obtenu une facilité de crédit renouvelable dont le montant d'emprunt maximal est de 40 millions de dollars. Cette facilité porte intérêt au taux préférentiel du Canada moins 0,25 %. Au 31 mars 2018, le taux d'intérêt était de 3,20 % (2017 - 2,45 %). La facilité est garantie par une sûreté de premier rang sur plusieurs biens immobiliers de la Société situés dans la ville de Toronto ainsi qu'un contrat de sûreté générale et par une entente de sécurité générale créant une charge de premier rang sur les biens de la Société obtenus autrement que par un accord de contribution, y compris les débiteurs. Au 31 mars 2018, la limite d'emprunt autorisée était de 37 millions de dollars à la suite d'une lettre de crédit émise par Waterfront Toronto au cours de l'exercice pour le ministère des Pêches et des Océans pour les projets Stormwater et Lakefilling.

En vertu du contrat de financement en vigueur, la Société est soumise à une clause restrictive. Selon les modalités de la facilité de crédit renouvelable, la Société doit s'assurer que la valeur d'expertise la plus récente pour les propriétés garantissant la facilité doit couvrir au minimum 150 % de son encours. Au 31 mars 2018, la Société est en conformité avec cette clause restrictive, et s'attend à le demeurer pour les 12 mois suivants.

10. Créiteurs et frais courus

	31 mars 2018	31 mars 2017
	\$	\$
Frais courus	17 946 776	5 555 936
Créiteurs	2 905 404	1 047 093
Retenues de garantie à payer	996 635	97 460
	21 848 815	6 700 489

11. Apports reportés

Les apports reportés représentent des apports du gouvernement pour des projets spécifiques, qui au 31 mars 2018, n'ont pas été appliqués à des coûts admissibles ainsi que des apports reçus pour l'acquisition d'immobilisations qui n'ont pas encore été amorties.

	31 mars 2018	31 mars 2017
	\$	\$
Charges d'exercices futurs		
Solde, au début de l'exercice	45 051 919	50 925 223
Apports additionnels	16 658 257	2 235 715
Moins : Montants comptabilisés à titre de produits	(4 324 944)	(8 109 019)
Solde, à la fin de l'exercice	57 385 232	45 051 919
Apports liés aux immobilisations		
Solde, au début de l'exercice	394 372	7 417 618
Plus : Apports pour l'acquisition d'immobilisations et d'actifs en voie d'aménagement	35 557 942	11 596 053
Moins : Apports directs à l'actif net	(35 733 103)	(11 471 822)
Moins : Montants imputés aux produits	(175 162)	(7 147 477)
Solde, à la fin de l'exercice	44 049	394 372
	57 429 281	45 446 291

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

12. Autres passifs et obligations

Les autres passifs et obligations représentent principalement les dépôts de garantie et les dépôts aux promoteurs.

	31 mars 2018	31 mars 2017
	\$	\$
Dépôt - Services d'Internet à haut débit	2 525 038	2 989 064
Dépôt - Accord relatif au projet Bayside	2 163 145	2 131 658
Dépôt - Loyers et autres	1 084 505	466 631
Passif au titre des prestations constituées	-	371 122
Total des autres passifs	5 772 688	5 958 475
Moins : Tranche à court terme	(1 084 505)	(466 631)
	4 688 183	5 491 844

13. Actif net

a) L'actif net inscrit à l'état de la situation financière se compose des éléments suivants :

	31 mars 2018	31 mars 2017
	\$	\$
Montants investis en immobilisations (net des apports reportés liés aux immobilisations)	87 305 565	87 305 565
Montants investis en actifs en voie d'aménagement	346 825 441	300 135 354
Surplus (déficit) non affecté (Note 13b)	(2 290 446)	8 548 861
Cumul des gains de réévaluation	135 385	127 371
	431 975 945	396 117 151

b) Excédent non affecté (insuffisance non affectée)

	31 mars 2018	31 mars 2017
	\$	\$
Excédent non affecté (insuffisance non affectée), solde d'ouverture	8 548 861	(1 390 549)
Excédent des produits sur les charges	117 677	6 387 299
Apports liés aux immobilisations - stationnement	-	9 750 638
Transfert aux actifs en voie d'aménagement	(10 956 984)	(6 198 527)
(Insuffisance non affectée) surplus non affecté, fin de l'exercice	(2 290 446)	8 548 861

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

14. Dépenses par quartier et par fonction

	Initiatives stratégiques	Ensemble des localités	Eastern Waterfront Transit	Lieux publics	Quayside	Port Lands	Total 31 mars 2018
	\$	\$	\$	\$	\$	\$	\$
<i>Coûts directement liés aux projets :</i>							
Paielements de transfert et subventions	-	-	-	58,318	-	-	58,318
Coûts de planification et de mise en place de projets	104,537	1,511,521	728,963	315,929	(30)	(154,758)	2,506,161
Gestion de projets - salaires, honoraires et avantages	1,725,775	1,643,695	201,123	287,615	783,194	984,021	5,625,423
Moins gestion de projets - salaires, honoraires et avantages liés aux actifs en voie d'aménagement (Note 6)	-	(1,102,710)	-	(247,336)	(783,194)	(829,300)	(2,962,540)
	1,830,312	2,052,506	930,086	414,526	(30)	(37)	5,227,362
<i>Frais généraux :</i>							
Salaires, honoraires et avantages	1,421,395	1,353,792	165,650	236,888	645,060	810,467	4,633,252
Frais généraux et administratifs	476,551	453,886	55,538	79,421	216,269	271,725	1,553,390
Communications, publicité et relations gouvernementales	196,576	187,227	22,909	32,761	89,212	112,086	640,771
Technologies de l'information	185,226	176,415	21,586	30,869	84,059	105,614	603,769
	2,279,748	2,171,320	265,683	379,939	1,034,600	1,299,892	7,431,182
Moins frais généraux et de soutien liés aux actifs en voie d'aménagement (Note 6)	-	(1,498,725)	-	(326,722)	(1,034,570)	(1,299,855)	(4,159,871)
	4,110,060	2,725,101	1,195,769	467,743	-	-	8,498,673

Les frais généraux pour l'exercice terminé le 31 mars 2018 ont été affectés aux quartiers selon un coefficient d'imputation des coûts indirects généraux de 1,32 (2017 - 1,66) pour chaque dollar de main-d'œuvre directe (gestion de projets - salaires et avantages). Le total des salaires, des honoraires et des avantages pour la Société s'élève à 10 258 675 \$ pour l'exercice terminé le 31 mars 2018 (2017 - 10 411 361 \$), ce qui comprend les salaires, honoraires et avantages directement liés à la gestion de projets de 5 625 423 \$ (2017 - 4 730 644 \$) et les salaires, honoraires et avantages généraux de 4 633 252 \$ (2017 - 5 680 718 \$).

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

14. Dépenses par secteur et par fonction (suite)

	Initiatives stratégiques	Ensemble des localités	Eastern Waterfront Transit	Lieux publics	Quayside	Port Lands	Total 31 mars 2017
	\$	\$	\$	\$	\$	\$	\$
<i>Coûts directement liés aux projets :</i>							
Paielements de transfert et subventions	-		-	552 426	-	-	552 426
Coûts de planification et de mise en œuvre de projets	268 059	3 665 110	409 881	(6 449)	(6 758)	(500 772)	3 829 071
Amortissement	-	1 245 675	-		-		1 245 675
Gestion de projets - salaires, honoraires et avantages	1 731 787	2 296 457	159 265	138 129	217 064	187 942	4 730 644
Moins gestion de projets - salaires, honoraires et avantages liés aux actifs en voie d'aménagement (Note 6)	-	(1 185 506)	(6 523)	(100 416)	(217 064)		(1 509 509)
	1 999 846	6 021 736	562 623	583 690	(6 758)	(312 830)	8 848 307
<i>Frais généraux :</i>							
Salaires, honoraires et avantages	2 079 589	2 757 663	191 251	165 870	260 657	225 688	5 680 718
Frais généraux et administratifs	383 878	509 047	35 304	30 619	48 116	41 661	1 048 625
Communications, publicité et relations gouvernementales	216 470	287 052	19 908	17 266	27 134	23 492	591 322
Technologies de l'information	202 617	268 683	18 634	16 161	25 396	21 989	553 480
	2 882 554	3 822 445	265 097	229 916	361 303	312 830	7 874 145
Moins frais généraux et de soutien liés aux actifs en voie d'aménagement (Note 6)	-	(1 909 356)		(114 076)	(354 545)		(2 377 977)
	4 882 400	7 934 825	827 720	699 530	-	-	14 344 475

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

15. Engagements

Les engagements de la Société en vertu de contrats de location jusqu'au 31 mars 2023 s'élèvent à 4 894 563 \$.

16. Informations à fournir sur les risques

(i) Risque de crédit :

Le risque de crédit est lié à l'encaisse, aux placements à court terme, à l'encaisse et aux placements affectés détenus après de banques et à l'exposition au risque de crédit des gouvernements et des autres débiteurs, notamment les comptes débiteurs. L'exposition maximale au risque de crédit est égale à la valeur comptable (nette des provisions) des actifs financiers. Le risque de crédit de contrepartie est géré dans le but de prévenir les pertes sur des actifs financiers. La Société évalue la solvabilité de ses partenaires de financement et de ses débiteurs en tenant compte de leur situation financière, de leurs antécédents et d'autres facteurs.

(ii) Risque de liquidité :

Le risque de liquidité est le risque par lequel la Société ne puisse pas respecter ses obligations financières. La Société gère son risque de liquidité dans le but de s'assurer qu'elle aura toujours des liquidités suffisantes pour respecter ses engagements au moment où ils sont dus, et ce, sans avoir à subir des pertes inacceptables ou entacher sa réputation. La Société gère son risque de liquidité en exerçant un suivi constant de ses créiteurs et autres éléments de passif, en mettant l'accent sur le recouvrement auprès des débiteurs et en obtenant à l'avance du financement auprès des gouvernements.

(iii) Risque de marché :

Le risque de marché est le risque que des variations des prix du marché, par exemple les taux d'intérêt, influent sur la juste valeur des actifs et passifs comptabilisés ou des flux de trésorerie futurs liés aux activités de la Société. La Société est exposée aux variations des taux d'intérêt, qui pourraient avoir une incidence sur ses revenus d'intérêts sur des placements à court terme. Au 31 mars 2018, si les taux d'intérêt en vigueur avaient augmenté ou diminué de 1 %, mais que toutes les autres variables étaient demeurées constantes, l'excédent des produits sur les charges aurait augmenté ou diminué respectivement de 151 665 \$ (2017 - 84 098 \$).

(iv) **Risque de change :** La Société a des liquidités exprimées en devises étrangères et est exposée au risque de change. L'état de la situation financière comprend une encaisse de 4 638 905 \$ qui a été convertie du montant libellé en dollars américains.

17. Autres produits de fonctionnement nets

	31 mars 2018	31 mars 2017
	\$	\$
Revenus de location, de stationnement et autres	4 382 644	4 450 962
Moins : Frais de fonctionnement	(2 850 393)	(3 125 628)
	1 532 251	1 325 334
Intérêts	841 504	506 835
Autres produits	222 161	316 766
Autres produits de fonctionnement nets	2 595 916	2 148 935

18. Autres produits reliés à la disposition de terrain

Au cours de l'exercice terminé le 31 mars 2018, la Société a reçu un montant de 1 520 328 \$ à titre de paiement de clôture associé à la vente d'un terrain à East Bayfront appartenant à la Ville de Toronto.

	31 mars 2018	31 mars 2017
	\$	\$
Vente de stationnement		
Produit de la vente	-	11 687 382
Moins : Valeur nette comptable	-	(15 679 992)
Moins : Coûts associés à la vente	-	(381 047)
Perte sur vente de stationnement	-	(4 373 657)
Vente du terrain dans East Bayfront	1 520 328	7 700 000
Gain net sur disposition de terrain et stationnement	1 520 328	3 326 343

Société de revitalisation du secteur riverain de Toronto

Notes complémentaires aux états financiers

31 mars 2018

19. Fiducie sous administration

En février 2016, la Société est devenue administrateur du fonds Project Under Gardiner (The Bentway). En vertu d'un protocole d'entente daté du 22 décembre 2015, le coût total prévu du Project Under Gardiner est de 25 000 000 \$ dont la Ville de Toronto versera une tranche de 23 500 000 \$ à la Société aux fins de réalisation du projet. À l'heure actuelle, le coût estimatif du projet est de 26 563 159 \$ en raison du champ d'application élargi conformément à l'entente de livraison conclue entre la Société et la Ville de Toronto dans le cadre des projets Events Dock et Garisson de même que l'accord relatif au projet Bentway Conservancy. Au 31 mars 2018, la Société avait reçu 25 078 515 \$.

Au cours de l'exercice terminé le 31 mars 2018, le total des coûts de la Société liés à la gestion du Project Under Gardiner s'élevait à 237 196 \$ pour les charges directes de paie. De ce montant, 180 000 \$ a été imputé au fonds (se reporter aux frais de gestion de projets, ci-dessous) et le solde restant, soit 57 196 \$, était composé d'apports en nature.

La fiducie a droit à tout intérêt gagné sur le solde des fonds. Un sommaire de la situation financière de la fiducie au 31 mars 2018 est présenté ci-dessous.

Situation financière au 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Encaisse et débiteurs	6 138 175	17 405 555
Actifs en voie d'aménagement	21 414 727	3 371 952
Total de l'actif	27 552 902	20 777 507
Créditeurs et frais courus	(2 325 348)	(250 816)
Actif net	25 227 554	20 526 691

Produits et charges au 31 mars 2018

	31 mars 2018	31 mars 2017
	\$	\$
Produits		
Produits philanthropiques	3 801 887	17 500 000
Revenus affectés	776 628	-
Total des produits	4 578 515	17 500 000
Produits cumulés (depuis la création de la fiducie)	25 078 515	20 500 000

	31 mars 2018	31 mars 2017
	\$	\$
Coûts directs des projets		
Planification et mise en place	1 324 033	2 452 678
Mise en œuvre et construction	16 538 742	-
Consultation publique et marketing	-	119 678
Frais de gestion des projets	180 000	180 000
Total des charges	18 042 775	2 752 356
Charges cumulées (depuis la création de la fiducie)	21 414 727	3 371 952

20. Statut de donateur reconnu

Au cours de l'exercice, la Société a été inscrite auprès de l'Agence du revenu du Canada comme donataire reconnu et peut désormais délivrer des reçus officiels pour les dons ainsi que recevoir des dons d'organismes de bienfaisance enregistrés. Le statut est en vigueur depuis le 24 juin 2016, la Société n'a reçu aucun don au 31 mars 2018.

21. Passif éventuel

- a) En vertu des conditions des accords relatifs aux apports, la Société mettra à couvert la responsabilité de la Ville, de la Province de l'Ontario et du gouvernement du Canada, de même que de leurs dirigeants, employés et mandataires, à l'égard des réclamations, pertes, dommages, coûts, frais, actions et autres procédures liées à une blessure, à un décès, ou à des dommages matériels, à une violation de droits ou à tout autre type de préjudice découlant de tout acte négligent ou délibéré ou de toute omission ou tout retard de la Société, de ses administrateurs, dirigeants, employés, entrepreneurs, mandataires ou sous-traitants dans le cadre de la réalisation d'un projet ou en raison d'un projet, sauf si la blessure, la perte ou le dommage a été provoqué par la Ville, la Province de l'Ontario et/ou le gouvernement du Canada ou leurs dirigeants, employés ou mandataires respectifs.

La Société exige que tous les bénéficiaires admissibles mettent à couvert la Société selon les mêmes principes que ceux décrits ci-dessus.

La Société exige que la plupart des sous-traitants mettent à couvert le gouvernement et la Société, de même que leurs dirigeants, employés et mandataires respectifs à l'égard des réclamations, obligations et demandes relatives à des blessures (y compris des décès), à la perte ou la destruction de biens matériels, et à la violation de droits, le tout découlant directement :

- (i) du non-respect de toute condition du contrat par un tiers ou par l'un de ses dirigeants, employés ou mandataires; ou
- (ii) de toute omission ou de tout acte négligent ou délibéré de la part d'un sous-traitant ou de l'un de ses dirigeants, employés ou mandataires relativement au projet applicable.

- b) En vertu de l'accord de livraison avec chaque bénéficiaire admissible, respectivement, la Société met à couvert le bénéficiaire admissible et ses dirigeants, employés et mandataires à l'égard de toute réclamation relative à une perte découlant directement :

- (i) du non-respect, par la Société, de l'accord de livraison ou des documents ou attestations fournis en vertu de cet accord; ou
- (ii) de toute omission ou de tout acte négligent ou délibéré de la part de la Société, de ses dirigeants, administrateurs, employés ou mandataires relativement au projet.

La direction tente de limiter l'exposition de la Société au titre de ces indemnisations par la souscription d'assurance des administrateurs et des dirigeants, la répartition du risque aux bénéficiaires admissibles et aux sous-traitants (décrits ci-dessus), l'application des politiques et procédures de la Société et des bénéficiaires admissibles, et la surveillance accrue, s'il y a lieu.

- c) La Société a conclu plusieurs accords d'aménagement avec de tiers constructeurs relativement aux terrains situés dans les quartiers West Don Lands et East Bayfront. En vertu de ces accords, la Société a fourni aux constructeurs certaines déclarations en matière d'avancement, qui sont fondées sur des obligations particulières de la Société en matière d'aménagement. Ces déclarations se rapportent principalement aux retards. Le passif éventuel maximal futur lié à ces déclarations s'élève à 7,5 millions de dollars au titre d'un accord d'aménagement avec un constructeur. Même si les montants au titre des autres accords d'aménagement ne peuvent être déterminés, ils sont limités aux charges engagées et aux débours engagés dans le cadre de l'aménagement. Aucun montant pour ces déclarations n'a été inscrit dans les états financiers. La direction tente de limiter l'exposition potentielle de la Société au titre de ces garanties en adoptant de saines pratiques d'établissement des échéances, des coûts et de champ d'application.
- d) La Société a conclu un accord d'accès municipal avec la Ville de Toronto relativement à l'entretien continu et à l'élimination potentielle de conduites d'énergie urbaines dans le quartier West Don Lands. La direction estime le passif potentiel maximal à 1 600 000 \$. À l'heure actuelle, ces coûts ne sont pas provisionnés.

22. Chiffres comparatifs

Certains chiffres comparatifs ont été reclassés afin de les rendre conformes à la méthode de présentation de l'exercice courant.

Pichette, Chanelle (INFC)

From: Amanda Santo <ASanto@waterfrontoronto.ca>
Sent: July 27, 2018 11:45 AM
To: Tara Connor; Julie Bowering; Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Kyle Knoeck; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]@trca.on.ca; David Kusturin; Julius Gombos; Meg Davis; Mary Scotland; Halija Mazlomyar; Andrea Broughton; Cheryl Bouzide-McKee; [REDACTED] John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; atummillo@createto.ca; Kyle Knoeck; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka; Boardroom 18; Mira Shenker
Cc: Stephen McKenna; Lynda Macdonald; hon lu; Nik Chatterjee; Lou Di Gironimo; mtolensky@trca.on.ca; Ren, Wendy (MOI); [REDACTED]
Subject: RE: Port Lands Executive Steering Committee - Tuesday July 31
Attachments: Port Lands Flood Protection Monthly Report - July 31 2018.docx

Apologies, attached is the Port Lands Flood Protection Monthly Report for Agenda item 4.

Have a great weekend
 Amanda

From: Amanda Santo

Sent: Friday, July 27, 2018 8:48 AM

To: Tara Connor [REDACTED]@waterfrontoronto.ca>; Julie Bowering [REDACTED]@waterfrontoronto.ca>; marie-pier.nassif@canada.ca; Nik Chatterjee [REDACTED]@toronto.ca; David Stonehouse <David.Stonehouse@toronto.ca>; Kyle Knoeck [REDACTED]@toronto.ca>; Mike (EDC) Williams <Mike.Williams@toronto.ca>; Steve McKenna [REDACTED]@toronto.ca>; Ken Dion <KDion@trca.on.ca>; [REDACTED]@ontario.ca; Helen Donches [REDACTED]@toronto.ca>; [REDACTED]@trca.on.ca; David Kusturin <DKusturin@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>; William Fleissig [REDACTED]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Mary Scotland [REDACTED]@waterfrontoronto.ca>; Halija Mazlomyar [REDACTED]@waterfrontoronto.ca>; Andrea Broughton [REDACTED]@toronto.ca>; Cheryl Bouzide-McKee [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca>; Carol Mercer <carol.mercer@ontario.ca>; [REDACTED]@ontario.ca; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; atummillo@createto.ca; Kyle Knoeck [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Boardroom 18 <B@waterfrontoronto.ca>; Mira Shenker <MShenker@waterfrontoronto.ca>
Cc: Stephen McKenna [REDACTED]@toronto.ca>; Lynda Macdonald [REDACTED]@toronto.ca>; hon lu [REDACTED]@createto.ca>; Nik Chatterjee <nchatterjee@createto.ca>; Lou Di Gironimo [REDACTED]@toronto.ca>; mtolensky@trca.on.ca
Subject: Port Lands Executive Steering Committee - Tuesday July 31

Good morning,

In preparation for the Port Lands Executive Steering Committee meeting on **Tuesday July 31**, please find attached agenda and minutes from the previous meeting, as well as the following:

1. **LDL Project Updates July 26 2018 and Lower Don Coordination Briefing Note final** as per 3a of the agenda

3. **ESC Review June 26** as per item 3d of the agenda; and

4. **ESC_Cherry Street Lake Filling Dashboard Report** and **ESC_PLFP Dashboard Report**, as per 4) of the agenda.

Thanks,

amanda santo | director, development | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
asanto@waterfronttoronto.ca | www.waterfronttoronto.ca



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**Port Lands Flood Protection and Enabling Infrastructure
Monthly Report to Executive Steering Committee - July 31, 2018
Project Planning and Implementation Report as at June 30, 2018**

A. Executive Summary

Overall: The project is moving forward to plan.

Budget: The overall budget is tracking to plan. Cost estimates submitted as part of the 30% design, have been reviewed, design optimization is underway and budget updates will be provided in September.

Schedule: Updates to the detailed baseline schedule for design, construction and approvals are provided monthly. A revised schedule will be prepared to reflect the proposed deep soil mixing approach. Completion date for the overall program remains unchanged.

Design status: 30% design submissions have been reviewed by staff and key stakeholders. 60% design is underway with a focus on Cherry Street realignment, Cherry Street North Bridge, and the River Valley System design.

Construction status: Construction for Cherry Street Lake filling is approximately 50% complete. Lake filling and Combi-wall construction is on-going.

B. Key Risks/Issues:

Port Lands Flood Protection:



- Construction (hard) costs are being assessed as part of the 30% design optimization to remain within budget and reconcile escalation and contingency amounts
- License to Construct Agreement with 3C Landowners is required prior to construction of Cherry Street North and this activity is on the critical path
- Increase to scope and costs for potential modification/relocation of HONI facilities
- Increase to scope and costs associated with underpinning the Gardiner support piers
- Timely input from stakeholders related to 30% design of priority work packages
- Confirmation of scope and costs of infrastructure related to Hydro and other utilities

Cherry Street Lake filling:

- Acquisition of Additional Property at MT-35 for operational requirements to avoid double handling.
- On-going approval and acceptance of Lake filling material.

C. Three Month Look Ahead:

Port Lands Flood Protection:

- Initiate 60% design for all projects

- Confirm Program budget including remaining escalation allowances and remaining contingencies
- Update Program Risk Register to reflect revised program cost estimates and program schedule
- Continue work on submissions related to permits from regulatory agencies and reporting commitments as outlined in the Don Mouth Naturalization and Port Lands Flood Protection EA Study
- Address gaps in Topographical Survey and initiate the next phase of Subsurface Utility Engineering (SUE)
- Complete tender ready design and procurement documents for demolition and shallow excavation and soil management
- Continue with stakeholder engagement, communicating, and reporting including a public meeting on July 18, 2018

Cherry Street Lake filling:

- Continue with the risk management and mitigation program
- Continue with stakeholder management, communicating, and reporting
- Complete procurement of Tree-Planting/Landscaping/Hydroseeding
- Complete Cell 2 Lake filling
- Continue construction of combi-wall (Dockwall) at North of Essroc Quay
- Implement fish salvage for Cell 3 and commence Lake filling
- Continue shaping and grading core stone in Cell 3.

D. Completed in Past Month

The following activities have been completed in the last month:

Port Lands Flood Protection:

- Request for capital approval for selected project Hard Costs from the Waterfront Toronto Board of Directors
- Review of 30% design for Bridges on Cherry Street North, Cherry Street South, Commissioners Street and Lakeshore Road
- Review of 30% design and cost estimates for all project components
- Peer review and reconciliation of separate Hard Cost estimates prepared by Construction Manager, Ellis Don and Design Consultants
- First phase of Topographical Survey is complete and the Preliminary Subsurface Utility Engineering Report has been submitted

Cherry Street Lake Filling

- Award of Contracts for supply of armour stone and laboratory testing
- Core Stone delivery and placement
- Combi wall pipe and sheet pile installation for dock wall

E. Risk Status

For Port Lands Flood Protection, Waterfront Toronto procured HDR to continue Risk Management services. The project team is monitoring risks and implementing mitigation activities on on-going basis

As a normal part of the design process, and as specifically planned for within the Port Lands Flood Protection project plan, consultants and the Construction Manager have provided cost estimates based on 30% design. The submitted 30% estimates are under review by the project team including Waterfront Toronto's independent cost consultant Altus. Efforts are underway to reconcile the various estimates and contingencies associated with the risks.

The project team is working towards optimizing the project features to conform to the original budget.

For Cherry Street Lake filling, HDR has developed a detailed Risk Register for the project. The project is being tracked by HDR and the risk register continues to be updated and monitored.

F. Approvals and Agreements

Port Lands Flood Protection:

- Discussions are underway with 3C Landowners to finalize the License to Construct Agreement. The Agreement is subject to the resolution of various issues some of which require the attention of the City of Toronto
- Agreement with Toronto Hydro related to the design, construction and funding of Hydro Infrastructure is currently under review
- Discussions are ongoing with City of Toronto Heritage Preservation Services regarding heritage buildings on site
- Discussions underway to secure MOECC concurrence with the soil management approach

Cherry Street Lake filling:

- Approval of the lake fill material is monitored on an on-going basis through a rigorous testing, monitoring, and tracking program

G. Communications, Public and Stakeholder Relations

A Landowner and User Advisory Committee meeting was held June 27, 2018. Public Meeting to be held on July 18, 2018. The new project website (PortLandsTO.ca) is now live and includes up-to-date information about construction and design.

First Nations Engagement

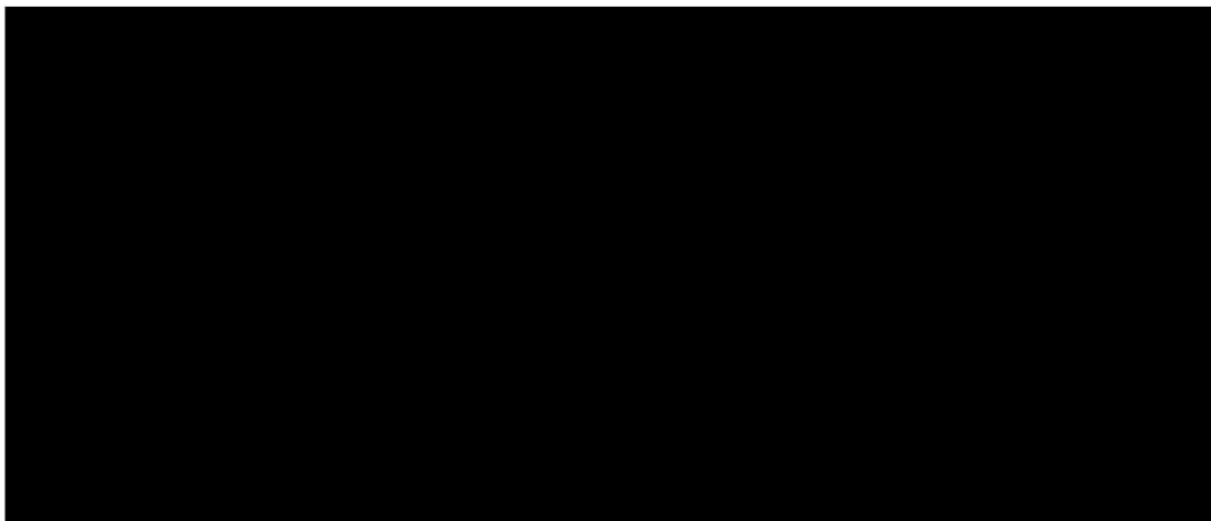
- Engagement with the Mississauga's of the New Credit First Nation is on-going. Project team members are planning to attend a community event in early August, hold

meetings with cultural and historical representatives in August, and a project specific consultation event in the community in the fall.

H. Project Contingency Update

The project team is maintaining a list of “savings” and “extras” in relation to the Hard Costs based on revised cost estimates versus the original due diligence estimates. Once the 30% design estimates have been confirmed, this list will be updated to a higher level of certainty. At that time a formal update with respect to the amount of contingencies will be provided.

I. Scope Changes/Contingency Utilization



Pichette, Chanelle (INFC)

From: Hobbs, Joshua (INFC)
Sent: July 30, 2018 3:20 PM
To: Morin, Kathy (INFC)
Cc: Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC)
Subject: Re: Port Lands Flood Protection Joint Funding Signage

The sign looks good to me. I have spoken to WT in the past about installation - equal prominence and size, etc.

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Morin, Kathy (INFC)
Sent: Monday, July 30, 2018 3:18 PM
To: Hobbs, Joshua (INFC)
Cc: Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC)
Subject: FW: Port Lands Flood Protection Joint Funding Signage

I have no issues do you?

From: Kate Naylor [mailto:████████@waterfronttoronto.ca]
Sent: July 30, 2018 3:16 PM
To: Lynn.Kekanovich@ontario.ca; Stephen McKenna - ██████████@toronto.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>
Cc: Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; MacGillivray, Lauren (MOI) <Lauren.MacGillivray@ontario.ca>; approvals@toronto.ca
Subject: Port Lands Flood Protection Joint Funding Signage

Good afternoon,

In anticipation of the Port Lands Flood Protection work, we have created one joint Funder sign for the full PLFP program that will replace the current Cherry Street Lake Filling sign currently at the project site. We would like to have this printed and placed as soon as possible as construction and shallow excavation is set to begin soon. If you have any concerns with the artwork or the proposal of one sign, please let me know. Thank you,

Kate

kate naylor | communications & public engagement coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 ██████████
 ██████████@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

Pichette, Chanelle (INFC)

From: Claudia Landres-Hansen [REDACTED]@waterfronttoronto.ca>
Sent: August 15, 2018 12:13 PM
To: Campbell, Glenn (INFC); David Stonehouse; Nassif, Marie-Pier (INFC); Carol Mercer; wendy.ren@ontario.ca; [REDACTED]@toronto.ca; 'Catalina.Manning@ontario.ca'; Tippins, Shawn (INFC); Mike Yu; Faraday-Smith, Nancy (INFC)
Subject: Meeting being rescheduled

Good morning everyone,

Due to conflicting scheduled, the meeting: **Waterfront Toronto 5 year plan**, planned on September 5th, will be postponed to the following week.

Here are the new proposed dates/times:

Sept. 12th, 1-5pm

Sept. 13th, 2-5pm

Sept. 14th, 2-5pm

Please, let me know which dates/times suits you best.

Thanks,

Claudia

claudia landres-hansen | administrative assistant | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Coffin, Erin (INFC)

From: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Sent: August 27, 2018 5:04 PM
To: Coffin, Erin (INFC); Matharu, Krishen (INFC); Morin, Kathy (INFC); David Kusturin
Cc: Julius Gombos
Subject: RE: WT update
Attachments: Copy of 2018 07 31 Cherry Street Lake Filling Dashboard Report.xlsx

Note that this is draft and subject to minor changes.

Ed

From: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Sent: Monday, August 27, 2018 3:13 PM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>
Cc: Julius Gombos <JGombos@waterfrontoronto.ca>
Subject: RE: WT update

Good afternoon Ed,

Thank you for this. Is there an updated on for Cherry Street which is being partially funded under CWWF?

Thank you, in advance, for your time on this matter.

Sincerely,
 Erin

Erin Coffin
 Senior Program Analyst, Program Operations
 Infrastructure Canada | Government of Canada
erin.coffin@canada.ca | Tel.: 613-948-9405

From: Edward Chalupka [[mailto:\[REDACTED\]@waterfrontoronto.ca](mailto:[REDACTED]@waterfrontoronto.ca)]
Sent: August 27, 2018 2:30 PM
To: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>
Subject: RE: WT update

Apologies for the delay - attached is the latest dashboard updated to July 31st.

Ed

From: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>
Sent: Monday, August 27, 2018 10:28 AM
To: Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Subject: RE: WT update

Hi Ed, any word on the updated dashboards for PLFP & Cherry Street? Thanks, krishen

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: August 24, 2018 3:24 PM
To: Morin, Kathy (INFC) <kathy.morin@canada.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>
Subject: RE: WT update

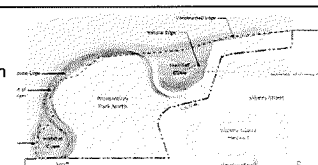
Hoping to have something to you shortly.... Just checking with Julius.

From: Morin, Kathy (INFC) <kathy.morin@canada.ca>
Sent: Friday, August 24, 2018 3:12 PM
To: David Kusturin <DKusturin@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>
Subject: WT update

Hi,
 Just wondering when we will receive the WT updates. [REDACTED] please copy Erin and Kristen on correspondence.
 Thanks!

MONTHLY PROJECT STATUS REPORT for July 31, 2018

IDENTIFICATION/ SCOPE	PORT LANDS FLOOD PROTECTION			PFP02-00			CHERRY STREET STORM WATER AND LAKE FILLING PROJECT																					
	PROJECT SCOPE SUMMARY:			The project will create new landmass around the current Essroc Quay through lakefilling. This will stabilize the area shoreline under flood conditions, as the current dockwall on Essroc Quay is old and at a risk of collapsing under flooding conditions. Infilling Essroc Quay is an important element of safely conveying increasing storm and flood waters, although it does not eliminate the flood plain designation in the Port Lands. It will also improve water quality, optimize water and storm infrastructure, and create new naturalized open spaces and aquatic habitat. The project will ultimately form part of the proposed Promontory Park, which is a component of the larger Port Lands Flood Protection project.																								
PERSONNEL	ACCOUNTABLE EXECUTIVE:			David Kusturin			CONSULTANT(S): FIRM					DISCIPLINE(S)					KEY CONTACT(S)											
	WT VP (PROJECT DELIVERY):			Julius Gombos			Michael Van Valkenburgh					Landscape Architecture, Integration					Herb Sweeney											
	WT DIRECTOR (P & D):			Shannon Baker			CH2M					Engineer and Prime Consultant					Denise Lacchin											
	WT DIRECTOR (S & M):			Simon Kararm			HDR					Risk Management					Fred Kramer											
	WT DIRECTOR (E):			Don Forbes / Meggen Janes			Hanscomb					Cost Consulting					Richard Acqui											
	TRCA PROJECT MGMT			Ken Dion			Construction Manager					Ellis Don Civil Construction					Jose Cruz											
BUDGET & COST SUMMARY	ITEM			APPROVED BUDGET					COST CONTROL					STATUS														
	Phase	Description		Original Budget	Revisions/ Transfers	Current Budget	Total Committed (Incl. Non Contracted Cost)		Forecast to Complete		Anticipated Final Cost	Variance to Budget	Costs Incurred to Date	% Complete To Date														
		Soft Costs		\$ 7,341,000	\$ -	\$ 7,341,000	\$ 4,817,762		\$ 553,703		\$ 5,371,465	\$ 1,969,535	\$ 3,363,267	63%														
		Hard Costs		\$ 40,800,000	\$ -	\$ 40,800,000	\$ 48,960,320		\$ 1,521,412		\$ 50,481,732	\$ (9,681,732)	\$ 24,725,864	49%														
		Soil Pilot		\$ 375,000	\$ -	\$ 375,000	\$ 353,086		\$ 21,914		\$ 375,000	\$ -	\$ 337,930	90%														
		Project Management		\$ 1,950,000	\$ -	\$ 1,950,000	\$ 706,478		\$ 1,243,522		\$ 1,950,000	\$ -	\$ 691,461	35%														
		Contingency (Design/Soft costs/Const.)		\$ 13,680,118	\$ -	\$ 13,680,118	\$ -		\$ 5,832,186		\$ 5,832,186	\$ 7,847,932	\$ -	0%														
		HST (Non-Recoverable 1.76%)		\$ 853,882	\$ -	\$ 853,882	\$ 944,110		\$ 45,506		\$ 989,617	\$ (135,735)	\$ 461,534	47%														
		TOTAL		\$ 65,000,000	\$ -	\$ 65,000,000	\$ 55,781,756		\$ 9,218,243		\$ 65,000,000	\$ -	\$ 29,580,056	46%														
	SCHEDULE SUMMARY	Milestone			Original Target	Revised Target	Actual/ Forecast	Milestone					Original Target	Revised Target	Actual/ Forecast													
Announcement			14-Sep-16	14-Sep-16	14-Sep-16	Core Stone Placement					31-Jul-18	30-Jun-18	23-Jun-18															
Interim Board Approval			25-Oct-16	25-Oct-16	25-Oct-16	Dockwall Construction					31-Aug-18	15-Oct-18																
Delivery Agreement			02-Jun-17	02-Jun-17	02-Jun-17	Lake Filling					31-Dec-18	28-Feb-19																
Consultant Procurement			31-Mar-17	31-Mar-17	31-Mar-17	Sewer Diversion					31-Dec-18	26-Feb-19																
Schematic Design			31-May-17	31-May-17	31-May-17	Revetment					31-Oct-18	19-Feb-19																
Board of Directors Capital Approval			13-Jun-17	13-Jun-17	13-Jun-17	Aquatic Habitat					31-Oct-18	15-Mar-19																
Authorities Having Jurisdiction Approvals			23-Aug-17	23-Aug-17	23-Aug-17	Project Completion					31-Mar-19	15-Mar-19																
Contractor Procurement			20-Sep-17	20-Sep-17	20-Sep-17																							
Tender Documents			31-Oct-17	31-Oct-17	31-Oct-17																							
SubTrade Procurement			30-Apr-18	30-Apr-18																								
CONSTRUCTION SCHEDULE	Notes:																											
		2017				2018												2019										
	Package	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG			
	Core Stone				◆																							
	Dockwall					◆																						
	Lake Filling							◆																				
	Sewer Diversion							◆																				
	Revetment										◆																	
	Aquatic Habitat										◆																	
	Completion																					◆						



MONTHLY PROJECT STATUS REPORT for July 31, 2018

PORT LANDS FLOOD PROTECTION		PFP02-00	CHERRY STREET STORM WATER AND LAKE FILLING PROJECT	
PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD	
1. Procurement near completion. Supply of Armour Stone awarded. 2. Core Stone placement is complete. 3. Core stone shaping and grading in Cell 3 ongoing. 4. Lakefilling in Cell 2 ongoing. 5. Combi-Wall anchor installation ongoing.			1. Procure hydroseeding, tree-planting and landscaping packages. 2. Complete Cell 2 lakefilling. 3. Implement fish salvage for Cell 3 and commence Lakefilling 4. Continue combi-wall anchor construction. 5. Continue shaping and grading core stone in Cell 3. 6. Relocate Inner Berm concurrent to placing fill material in Cell 2.	
SITE PHOTOS: Overall Project Site Progress, Combi-Wall Anchor Installation, Cell 2 Lakefilling				
CRITICAL ISSUES & RISKS			Action By	Date
1. Approval of Lake fill material			ED	Dec-17
2. Acquisition of Additional Property at MT-35			WT	Sep-18
3. Lakefilling design at South Abutment			Jacobs	Aug-18
Cost			Schedule	
● Forecast to complete more than 10% over budget			● Forecast to complete more than six months behind schedule	
● Forecast to complete within 10% of budget			● Forecast to complete behind schedule by less than six months	
● Forecast to complete within budget			● Forecast to complete on schedule or before	
Issue Resolution				
● Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%				
● Outstanding issue resolution may cause project delays within next two months				
● Currently no issues likely to critically impact project schedule or ultimate cost				

Pichette, Chanelle (INFC)

From: Amanda Santo <ASanto@waterfronttoronto.ca>
Sent: September 14, 2018 3:26 PM
To: Julie Bowering; Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Kyle Knoeck; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]@trca.on.ca; David Kusturin; Julius Gombos; Meg Davis; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; Kyle Knoeck; Mira Shenker; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka; mtolensky@trca.on.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; [REDACTED]@ontario.ca; Michael Nobrega; PLFP Calendar; Pina Mallozzi; atummillo@createto.ca; Coffin, Erin (INFC); Matharu, Krishen (INFC)
Cc: Mary Scotland; Halija Mazlomyar; Andrea Broughton; Cheryl Bouzide-McKee; [REDACTED] Stephen McKenna; Lynda Macdonald; Lou Di Gironimo; Kekanovich, Lynn (MOI); Meggen Janes; Steven Trumper; Christopher Glaisek
Subject: Port Lands Executive Steering Committee - Sept 18, 2018
Attachments: Port Lands ESC Meeting Minutes_ 31JULY2018 FINAL.pdf; 30% Design and Cost Risk Report - FARM.pdf; 2018 07 31 Cherry Street Lake Filling Dashboard Report.xlsx; Port Lands Cash Flows - Sept. 14, 2018 DRAFT (For Port Lands ESC).pdf; Port Lands Flood Protection Dashboard Report July 2018.xlsx; Port Lands Flood Protection Monthly Report - August 27 2018.docx; ESC Agenda_for Meeting_18September2018.pdf

Good afternoon all, in preparation of our upcoming ESC meeting on Tuesday September 18th please find attached the **Agenda, Minutes** from our previous meeting and the following reports/presentations:

1. **Re Item 3a** - 30% Design and Cost Risk Report
2. **Re items 3b and 4** - Port Lands Flood Protection Monthly Report August 27
3. **Re items 3f** - Port Lands Cash Flows – Sept 14
4. 2018 07 31 Cherry Street Lake Filling Dashboard Report
5. Port Lands Flood Protection Dashboard Report July 20

There have been a number of requests for changes to our ESC invitees. Please take a moment to look at the list and ensure I have included all the appropriate persons and advise if someone should be added or removed. Much appreciated!

Take care and have a great weekend,

Amanda

amanda santo | director, development | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 asanto@waterfronttoronto.ca | www.waterfronttoronto.ca

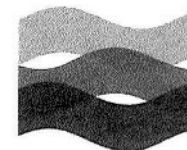


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Project Name:	Port Lands Executive Steering Committee				
Meeting Subject:	Port Lands Flood Protection and Enabling Infrastructure				
Meeting Number:	10				
Location of Meeting:	City Hall	Date of Meeting:	July 31, 2018	Time Of Meeting:	3:30–5:00 P.M.
Location of Next Meeting:	City Hall	Date of Next Meeting:	September 18, 2018	Time Of Next Meeting:	3:30–5:00 P.M.
Minutes Prepared By:	Amanda Santo	Minutes Prepared On:	July 31, 2018		

Participants:			
(Attendees ✓):	Lou Di Gironimo (CoT) ✓	John MacKenzie (TRCA)	Michael Nobrega (WT)
	David Stonehouse (CoT) ✓	Ken Dion (TRCA) ✓	David Kusturin (WT) ✓
	Kyle Knoeck (CoT)	Nick Chatterjee (CT) ✓	Julius Gombos (WT) ✓
	Mike Williams (CoT) ✓	Wendy Ren (MOI) ✓	Meg Davis (WT)
	Steve McKenna (CoT)		Amanda Santo (WT) ✓
	Lynda Macdonald (CoT)	Marie-Pier Nassif (IC)	Mira Shenker (WT)
	Adam Redish (MOI) ✓		Antoinette Tummillio (CT) ✓

Meeting Minutes



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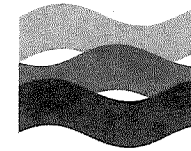
Kathy Morin (IC)

Hon Lu (CT)

Nick Saccone (TRCA)

Meeting Notes:	Task / Status
<p>Minutes of Previous Meeting/Comments</p> <ul style="list-style-type: none"> Accepted <p><u>Key Items</u></p> <p><u>Lower Don Project Coordination Presentation</u></p> <p>Refer to memo from David Stonehouse subject: coordination of Lower Don Capital Projects and presentation with same name dated July 24, 2018</p> <p>Discussion:</p> <ul style="list-style-type: none"> List of additional staff and consultants requested: TTC, CreateTO, Toronto Water, and anyone/agency deemed necessary as topics warrant. East Harbour Smart Track, Gardiner/Lakeshore and Port Lands Flood Protection are the first projects to move forward as they are necessary to unlock the Unilever/East Harbour project and Villiers Island Development. There may be a potential to eliminate the pumping station proposed in PLFP through these initiatives if timing works. <div style="background-color: black; height: 100px; width: 100%;"></div> <ul style="list-style-type: none"> DK presented a 3D model with schedule video of the PLFP works in draft. Graphics need some adjustment. The video should be available next week. <p><u>PLFP 30% Design Stage Gate Status</u></p>	

Meeting Minutes



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DK presented an update based on an abridged version of the Port Lands Public consultation (July 18, 2018) presentation.

Discussion:

- Wetlands: DK was asked if they could be accessed, will there be a bridge to them and can the Ship Channel be accessed from them? Response: They will be designed as a natural feature not to be traversed by people.
- Catalytic use in Promontory Park: MW questioned the removal of the catalytic use/building in Promontory Park proposed through the Villiers Island Precinct Plan. He further requested that the use/building to be reconsidered. DK/AS to provide additional background and materials regarding the design move and advise at the next ESC.
- Scale: The path sizes in relation to green area was questioned. It was advised that it was to scale. Paths can reach 4.5 m in some locations.
- River width: JG advised that the water flows entering the Don River are not substantial and therefore the river has been designed to ensure continued water flow to avoid stagnation.
- Timing for design costing: DK advised that it is occurring now (based on 9-hour risk work shop by HDR). Draft Base cost estimates are available and are approximately 3% under budget however still subject to risk assessment and risk quantification process. DK will advise Next ESC with cost estimates.

DK/AS to prepare presentation to ESC re catalytic use in Promontory Park. Presentation to be presented to Sept 18 ESC

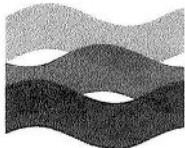
DK to advise September ESC of Cost Estimates
Status: To be presented at the September 18, 2018 ESC meeting

ECS Expedited Engineering Review and Inspection

Refer to memo by DS RE: Engineering and Construction Services – Expedited Engineering Review and Inspection dated July 26, 2018.

- WT requires expedited review of the PLFP project and has requested that the City, Engineering & Construction Services Division (ECS) provide an expedited review of the project. The expedited review will focus on conformity with City standards, City and Provincial soil and groundwater management requirements, and the approved Due Diligence prepared for the government partners. The engineering fee for the expedited ECS review of the project has been calculated at \$3M.

Meeting Minutes

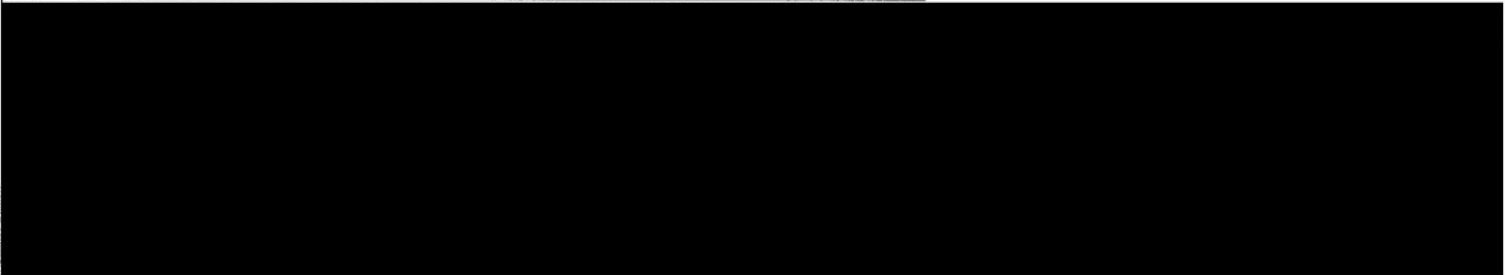


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Discussion:

- Staff time: ESC approved spending on expedited review engineering fee/costs.

Port Lands Flood Protection and Enabling Works WT Monthly Report



Future Agenda Items

- 30% cost estimate and risks
- Lakeshore Bridge and Gardiner Hybrid project coordination update
- Catalytic use site (MW)

Next Steps and New Business

- No new business.

The above meeting notes are believed to be an accurate record of the discussions held and will be considered correct unless notification of any error or omission is submitted in writing within 7 days of the date of the circulation of the minutes.

30% Design Cost and Risk Report for the Port Lands Flood Protection Project

Presentation to the FARM Committee

September 20, 2018

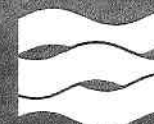


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Table of Contents

1. Project Status Update
2. Budget Development Process
3. Next Steps

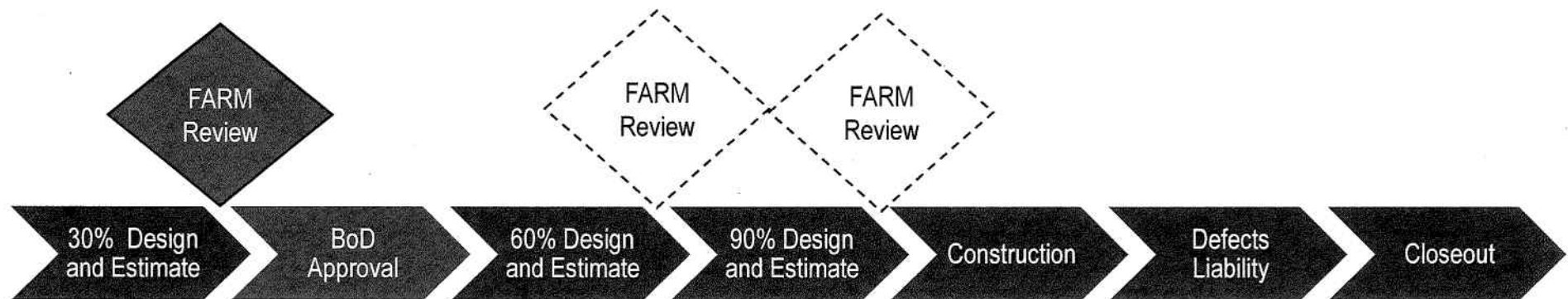
2. Project Status Update



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Project Status Update

- Waterfront Toronto is in the process of finalizing budget and schedule review for the Port Lands Flood Protection (PLFP) Project based on Schematic Design (30% Stage Gate).
- As part of the November 2018 report back, the FARM Committee will have the opportunity to review re-baselined project budgets.
- Future project budget updates will be provided to FARM in alignment with the Stage Gate process.

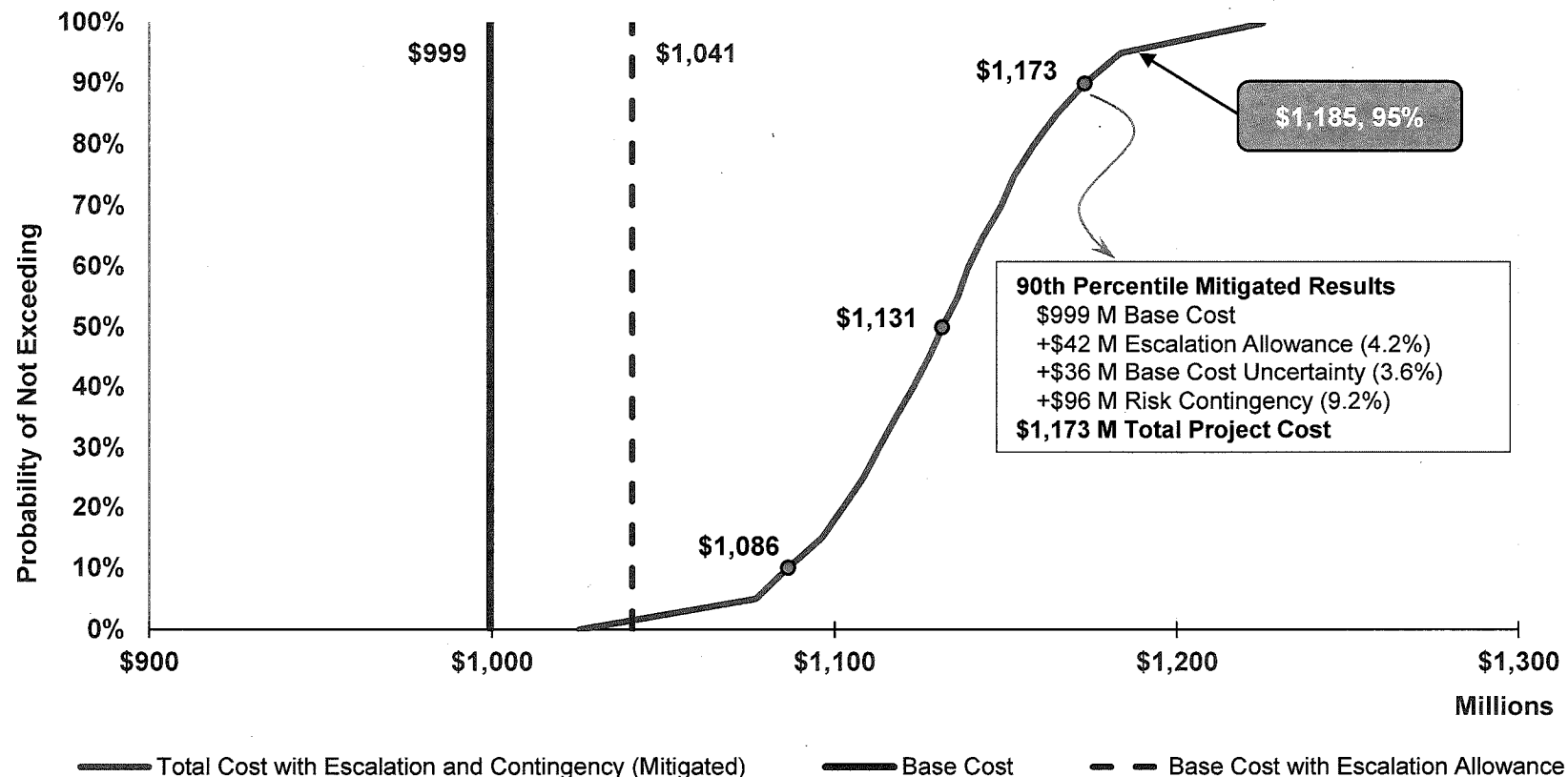


Project Status Update (cont.)

- As part of the project budget and schedule review, Waterfront Toronto's risk consultant modelled different risk scenarios to determine the appropriate contingency level and the associated likelihood of completing the project on or below the approved budget.
- The results indicate that the likelihood of completing the project budget on or below the approved budget is between **78% to 95%**.
- This in line with the results from the due diligence report which indicated that the likelihood of not exceeding \$1,185M was 90%.
- The risk analysis also highlighted key schedule risks that are being actively managed.
- Key inputs into the risk model include:
 - Base Cost [Hard Cost Estimate based on 30% (Schematic) Design and Current Soft Costs Estimate] in \$2018
 - Escalation Allowance
 - Risk Contingency (Known Risks)
 - Base Cost Uncertainty ("Unknown Unknowns")

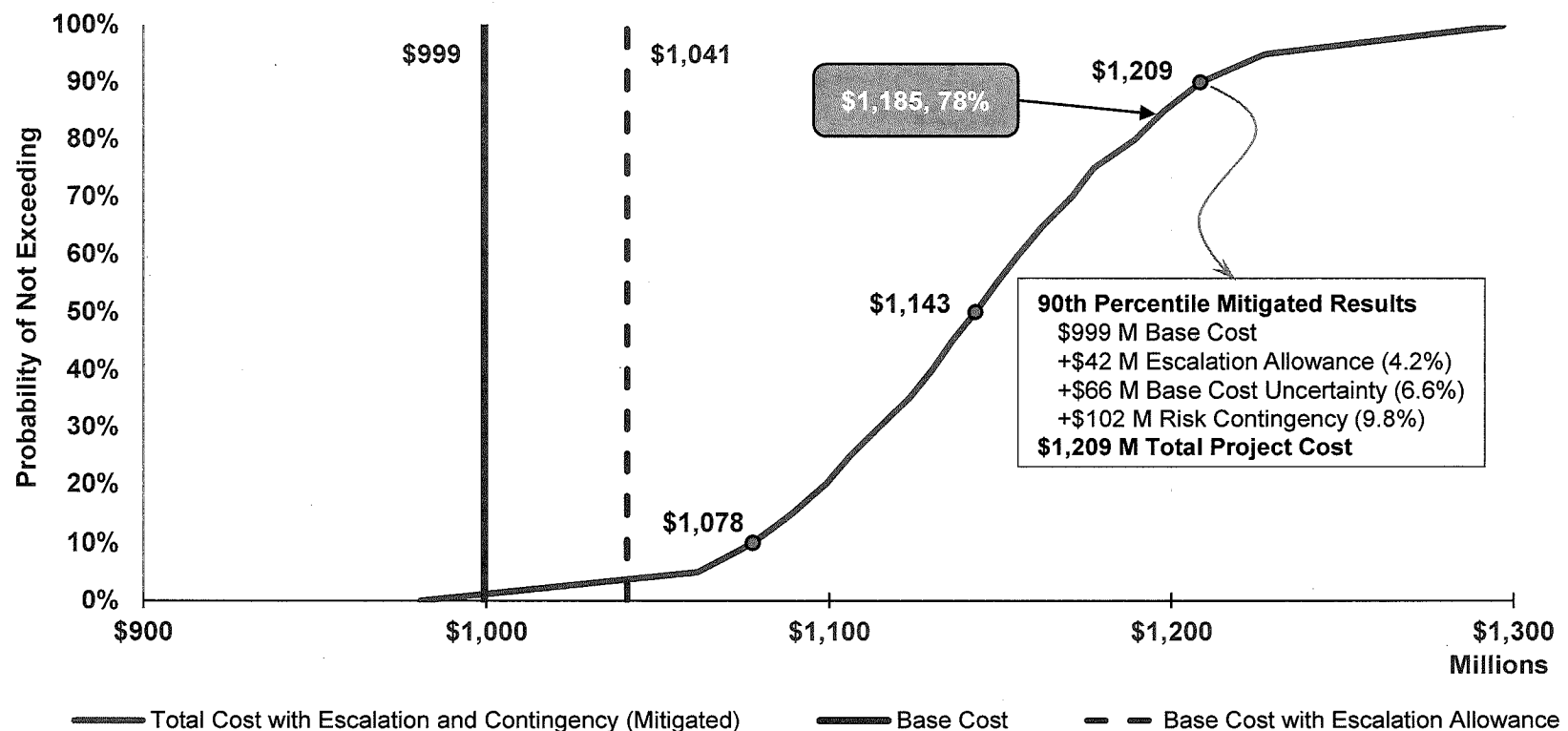
Results: Scenario 1 - Least Conservative Option

- The least conservative Scenario 1 indicates that there is a **95%** chance of achieving a total project cost of \$1,185M.
- Total contingency requirement of \$132M is comprised of \$36M in Base Cost Uncertainty Allowance (or Contingency for “unknown unknowns”) and \$96M in Risk Contingency (for risks that have been identified)
- Under Scenario 1, **the range of base cost uncertainty is -5% /+7.5%**, which is half of the range assumed at the time of due diligence.



Results: Scenario 2 - Most Conservative Option

- Scenario 2, which is the most conservative option, indicates that the likelihood of not exceeding the approved project budget of \$1,185M is **78%**.
- At the 90% confidence level, the expected project cost of \$1,209M assumes that \$168M in contingency will be required. This is comprised of \$66M in Base Cost Uncertainty Allowance and \$102M in Risk Contingency.
- Scenario 2 is developed using more conservative assumptions about contingency requirements for “unknown unknowns”; i.e., the **range of base cost uncertainty is -10%/15%**. It also includes **risk for market factors in excess of the budgeted escalation of \$42M**.



Contingency Analysis

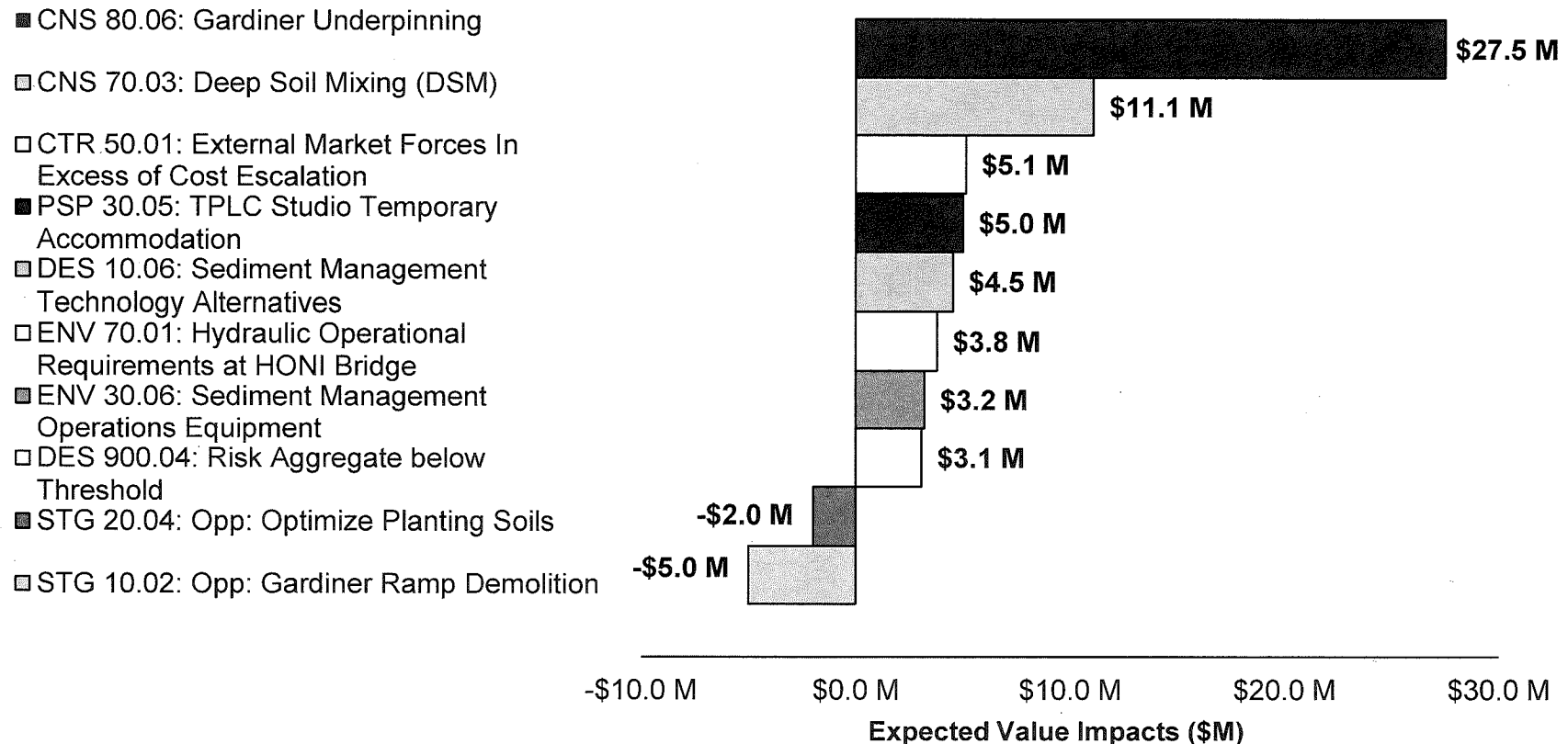
(\$Millions)	Due Diligence	Current Contingency Level	Least Conservative Option	Most Conservative Option
Total Contingency (known and unknown risks)	\$164M	\$144M	\$132M	\$168M
Probability of Completing On/Below Budget	90%	N/A	95%	78%
Total Project Cost @ 90% Confidence Level	\$1,185M	\$1,185M	\$1,173M	\$1,209M

- The current Contingency amount of \$144M is in line with the results of the risk model as it falls between the range of options that were considered.
- Since the Due diligence phase, total contingency was reduced by \$20M to account for various changes in base costs, expected escalation, and/or risks that have materialized.
 - e.g., increase in soft costs due to additional design requirements and geotechnical investigations related to river valley, park, and public realm programming.
- The probability of completing the project on or below the approved budget is still very high as it falls between 78% and 95%.

Top 10 Cost Risks

- The top project risks account for nearly **\$63.3M** in expected direct cost impacts. These risks are accounted for in the **Risk Contingency** which includes known risks at this stage of the project.
- Opportunities such as optimizing planting soils and coordinating Lakeshore Bridge work with Gardiner ramp demolition may **lower the overall project cost by an expected \$7M**.

Top Risks Impacting Project Cost



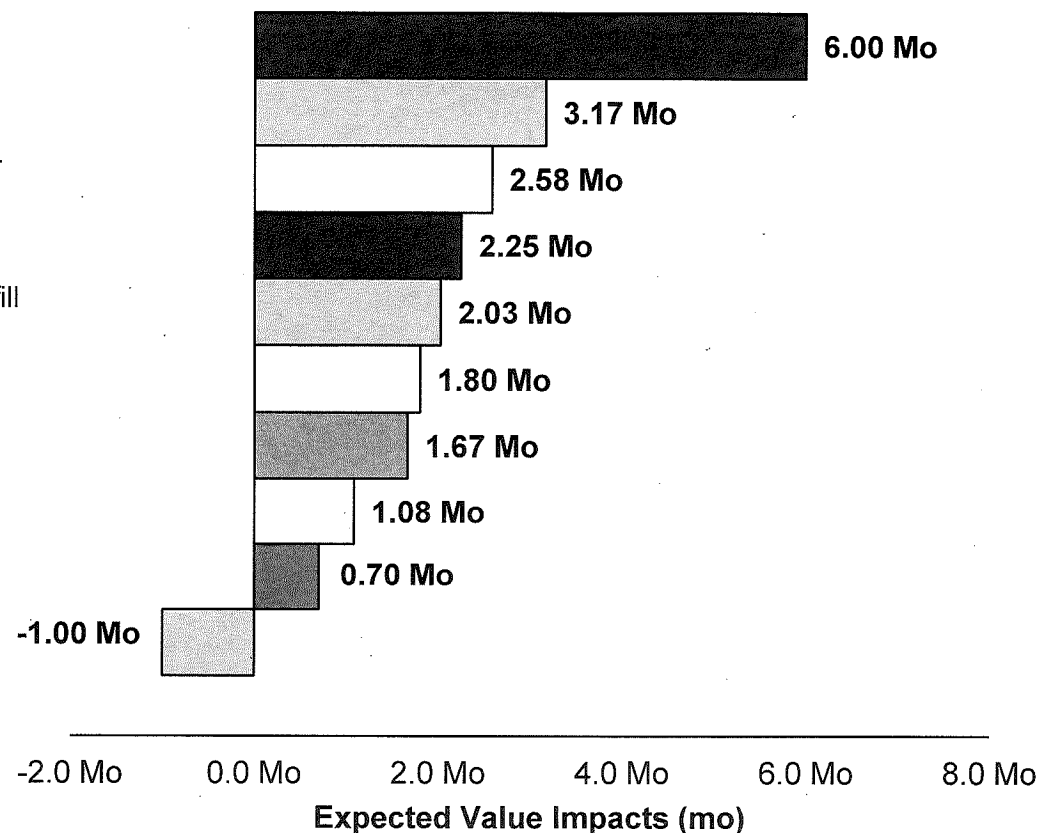
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Top 10 Schedule Risks

- Waterfront Toronto is in the process of reviewing of the project schedule to ensure that it accurately captures the latest project developments.
- A full update will be provided to the FARM committee as part of the November 2018 report back.

Top Risks Impacting Project Schedule (Under Review)

- CTR 900.02: Coordination with Non-Hydro Utilities
- CNS 900.02: Substantial Failure to Establish Plantings
- DES 20.03: Environmental Basis for Cherry St. Design
- DES 900.02: Aggressive Design Schedule
- CNS 900.03: Sub-grade Excavation and Backfill at Polson Slip
- ENV 80.01: De-watering Effluent Discharge
- DES 20.04: TTC Bridge Design Approval
- ENV 50.01: Health & Safety - Worker PPE
- ENV 50.11: Treatable Soil Remediation Approach does not Achieve Objectives
- CNS 30.03: Opp: Fisheries Timing Window Optimization



Secondary Budget Contingency

- Waterfront Toronto is currently reviewing project components that could be removed from the program or significantly descoped to mitigate budget pressures in extreme circumstances that could not have been anticipated.
- The preliminary list includes the following items.
 - Reduce river/park plantings
 - Reduce park extent/features
 - Defer Cherry Street LRT bridge over Keating Channel*
 - Seed BRT ROW instead of asphalt*
 - Modify/eliminate storm water chamber
 - Find efficiencies/reduced scope for Villiers Island grading
 - Eliminate heritage works (Villiers St, Atlas Crane, Essroc Silos) where possible
- The process that will be followed to prioritize such initiatives is currently under development and will include input from the Waterfront Toronto design team.
- Waterfront Toronto is committed to delivering on its obligations to its funding partners as specified in the contribution agreement.
- Any significant deviation from these commitments will be discussed with the relevant stakeholders at the municipal, provincial, and federal level.

** Would involve change in scope and necessitate government approval.*

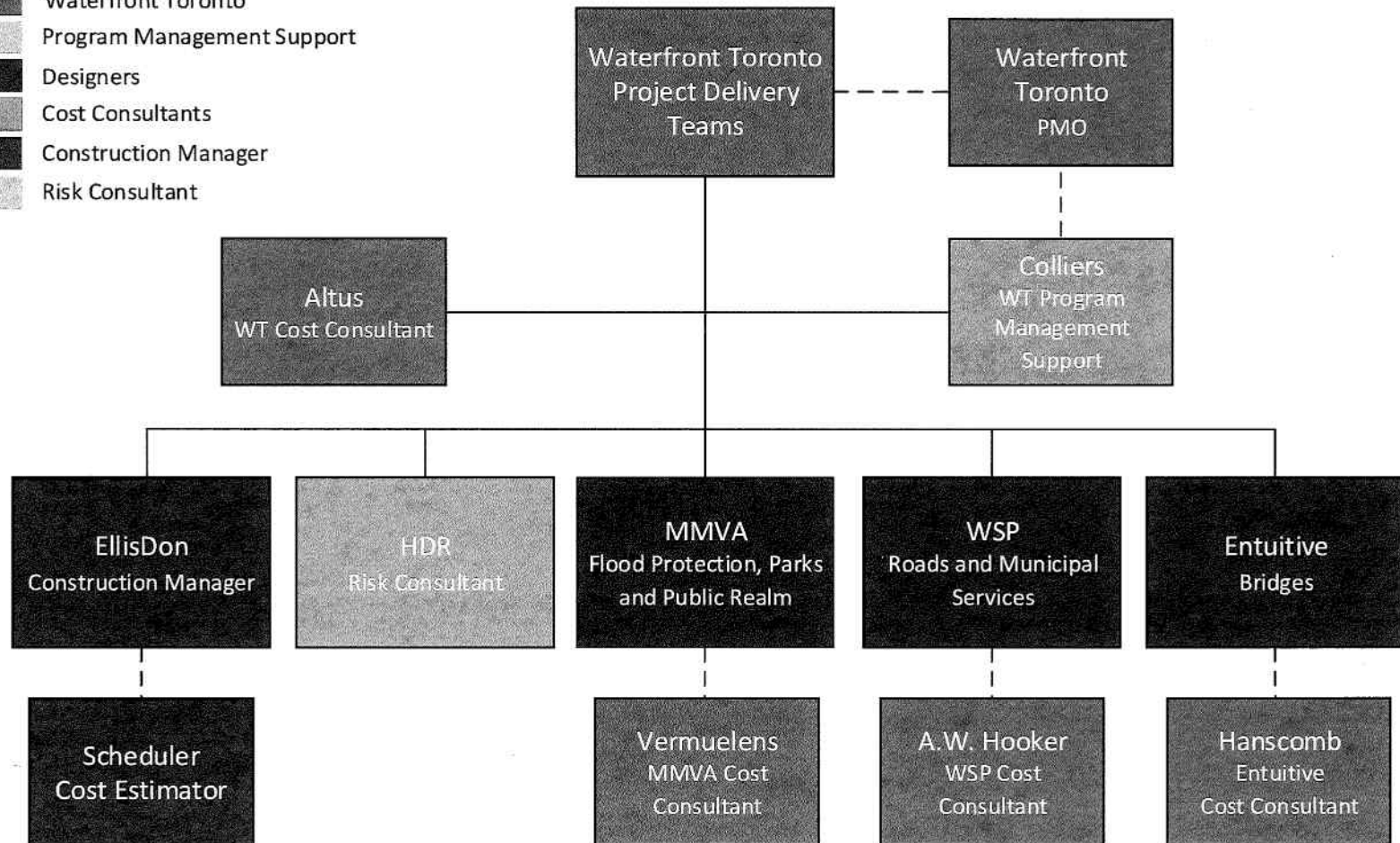
2. Budget Development Process



Governance Structure

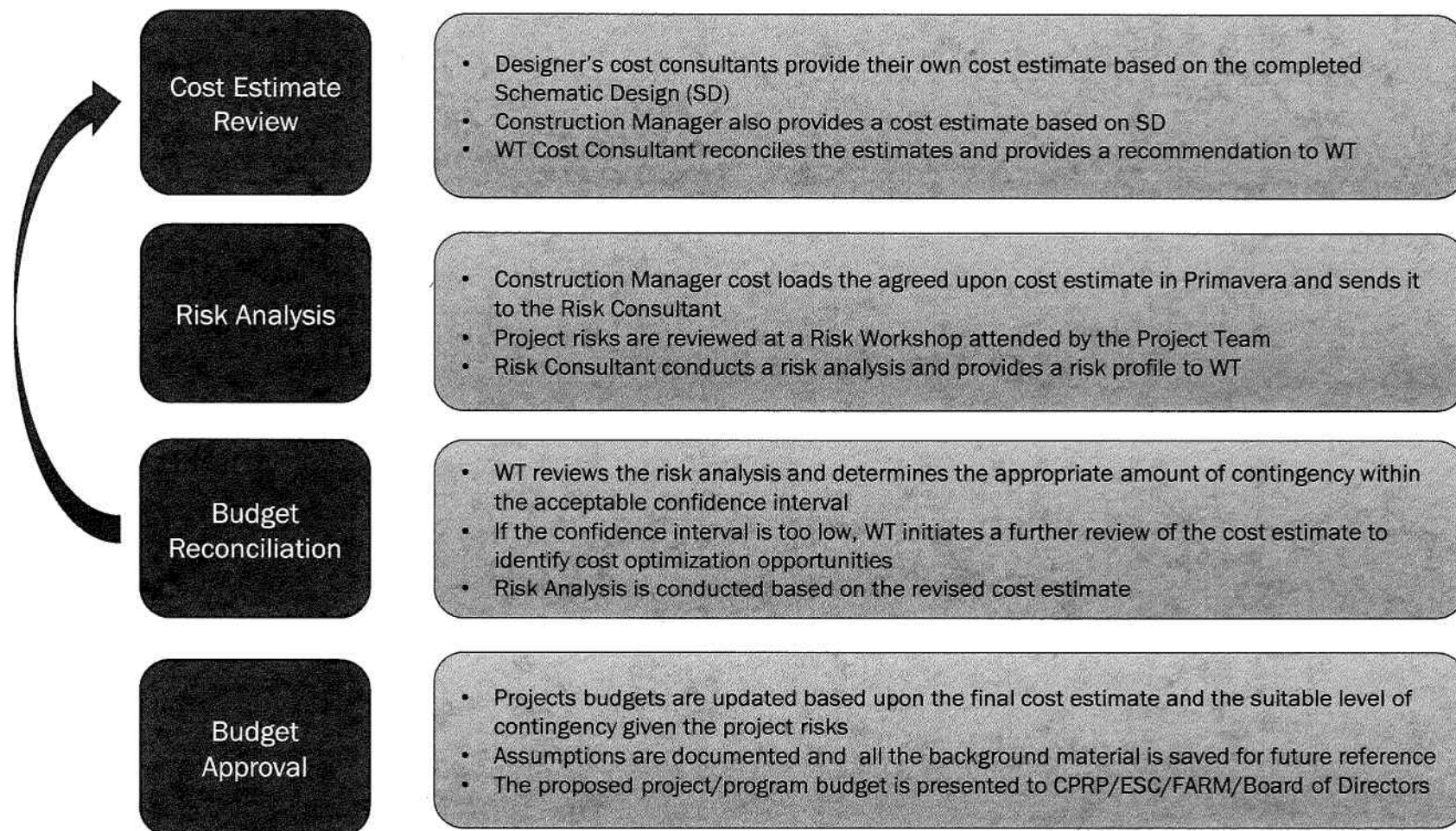
Legend:

-  Waterfront Toronto
-  Program Management Support
-  Designers
-  Cost Consultants
-  Construction Manager
-  Risk Consultant



Overview of the Budget Development Process

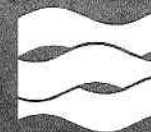
- Budget development is an iterative process that follows the key milestones outlined below.



Key Benefits

- The budget development process ensures that input is provided by multiple parties that are involved in project delivery
- The risk of cost overruns is reduced as designers are contractually obligated to ensure that cost estimates do not exceed “design to” budgets
- Designers’ cost estimates are peer reviewed by an independent consultant and the construction manager
- Quantitative methods are used to determine contingency requirements through Monte Carlo simulation
- The process is in complete alignment with stage gates and internal capital approval policy
- Leads to effective risk management and cost management following budget approval
 - Risk register will continue to be maintained following the budget approval; this allows for a comparison of risk that were anticipated at the budget approval stage and actual risks that may materialize during procurement and construction
 - Cost loading of approved budgets in Primavera allows the construction manager to estimate the impact of schedule risk on the overall project budget; this also ensures funding requirements are in a close alignment with the expected cash flow

3. Next Steps



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Next Steps

1. Complete budget development process for the PLFP Program based on Schematic Design (mid-October)
2. Present revised project budgets for the PLFP Program to CPRP/FARM (late November)
3. Present a roadmap for future budget report backs on the PLFP Program (late November)
4. Request Capital Approval for Hard Cost from the Board of Directors (early December)

Thank you / Questions

Join Us

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www.waterfronttoronto.ca



<https://www.youtube.com/user/WaterfrontToronto>



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<https://twitter.com/WaterfrontTO>



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Port Lands Cash Flows from Governments and Funding Request Plan (2018/19 to 2027/28)
September 14, 2018

Draft
Confidential

	17/18 (Actual)	18/19 (Forecast)	19/20 (Forecast)	20/21 (Forecast)	21/22 (Forecast)	22/23 (Forecast)	23/24 (Forecast)	24/25 (Forecast)	25/26 (Forecast)	26/27 (Forecast)	27/28 (Forecast)	Total
Expenditure:	\$ 17,678,780	\$ 127,574,792	\$ 245,048,163	\$ 264,739,881	\$ 224,601,155	\$ 171,805,089	\$ 108,552,139	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 6,250,000	\$ 1,185,000,000
Funding:												
City	\$ 25,600,000	\$ 57,291,976	\$ 98,749,613	\$ 120,631,978	\$ 98,143,100							\$ 400,416,667
Province			116,440,233	111,746,448	50,637,326	83,590,165	38,002,494					400,416,667
Federal		105,126,739	48,445,452	44,154,243	50,440,233	81,000,000	55,000,000					384,166,667
Total	\$ 25,600,000	\$ 162,418,715	\$ 263,635,298	\$ 276,532,668	\$ 199,220,659	\$ 164,590,165	\$ 93,002,494	\$ -	\$ -	\$ -	\$ -	\$ 1,185,000,000
Cumulative Total Funding	25,600,000	188,018,715	451,654,012	728,186,681	927,407,340	1,091,997,506	1,185,000,000	1,185,000,000	1,185,000,000	1,185,000,000	1,185,000,000	
Provincial Milestones:												
1. Cumulative City + Federal Funding	\$ 25,600,000	\$ 188,018,715	\$ 335,213,779 Min. \$160M	\$ 500,000,000 Min. \$500M	\$ 648,583,333 Min. \$600M	\$ 729,583,333	\$ 784,583,333	\$ 784,583,333	\$ 784,583,333	\$ 784,583,333	\$ 784,583,333	
2. Exp. % of Total Funding Received (50% of Total Funding Spent on Eligible Exp.)	69%	77%	86%	90%	95%	96%	98%	98%	99%	99%	100%	
Working Capital	\$ 7,921,220	\$ 42,765,143	\$ 61,352,277	\$ 73,145,064	\$ 47,764,568	\$ 40,549,645	\$ 25,000,000	\$ 18,750,000	\$ 12,500,000	\$ 6,250,000	\$ 0	
Ave. Working Capital (2018-2027)	\$ 36,452,966											
Annual Funding Limits:												
City	\$ 40,000,000	\$ 104,873,261	\$ 149,114,315	\$ 106,429,091	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,416,667
Province	-	-	116,440,233	128,416,667	155,559,767	-	-	-	-	-	-	400,416,667
Federal	-	105,126,739	48,445,452	44,154,243	50,440,233	81,000,000	55,000,000	-	-	-	-	384,166,667
Total	\$ 40,000,000	\$ 210,000,000	\$ 314,000,000	\$ 279,000,000	\$ 206,000,000	\$ 81,000,000	\$ 55,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,185,000,000
Balance Carried Forward												
City	\$ 14,400,000	\$ 61,981,285	\$ 112,345,988	\$ 98,143,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Province	-	-	(0)	16,670,219	121,592,660	38,002,494	-	-	-	-	-	
Federal	-	-	-	-	-	-	-	-	-	-	-	
Total	\$ 14,400,000	\$ 61,981,285	\$ 112,345,988	\$ 114,813,319	\$ 121,592,660	\$ 38,002,494	\$ -	\$ -	\$ -	\$ -	\$ -	
Anticipated Changes in Funding Schedule												
City Funding												
Funding Schedule in May 2018	\$ 25,600,000	\$ 77,482,895	\$ 68,459,835	\$ 157,985,725	\$ 70,888,212	\$ -	\$ -					400,416,667
Funding Schedule in Sept. 2018 (Curr.)	25,600,000	57,291,976	98,749,613	120,631,978	98,143,100	-	-					400,416,667
Variance (Current vs. Previous)	\$ -	\$ (20,190,919)	\$ 30,289,778	\$ (37,353,747)	\$ 27,254,888	\$ -	\$ -					\$ 0
Cumulative Variance	\$ -	\$ (20,190,919)	\$ 10,098,859	\$ (27,254,888)	\$ 0	\$ 0	\$ 0					
Provincial Funding												
Funding Schedule in May 2018	\$ -	\$ -	\$ 116,440,233	\$ 111,746,448	\$ 39,554,950	\$ 70,004,878	\$ 62,670,157					400,416,667
Funding Schedule in Sept. 2018 (Curr.)	-	-	116,440,233	111,746,448	50,637,326	83,590,165	38,002,494					400,416,667
Variance (Current vs. Previous)	\$ -	\$ -	\$ -	\$ -	\$ 11,082,376	\$ 13,585,287	\$ (24,667,663)					\$ (0)
Cumulative Variance	\$ -	\$ -	\$ -	\$ -	\$ 11,082,376	\$ 24,667,663	\$ (0)					
Federal Funding												
Funding Schedule in May 2018	\$ -	\$ 105,126,739	\$ 48,445,452	\$ 44,154,243	\$ 50,440,233	\$ 81,000,000	\$ 55,000,000					384,166,667
Funding Schedule in Sept. 2018 (Curr.)	-	105,126,739	48,445,452	44,154,243	50,440,233	81,000,000	55,000,000					384,166,667
Variance (Current vs. Previous)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -
Cumulative Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					

Port Lands Flood Protection and Enabling Infrastructure

Executive Steering Committee Meeting #12

September 18, 2018 3:30-5:00 pm


City of Toronto 24th Floor Boardroom

AGENDA

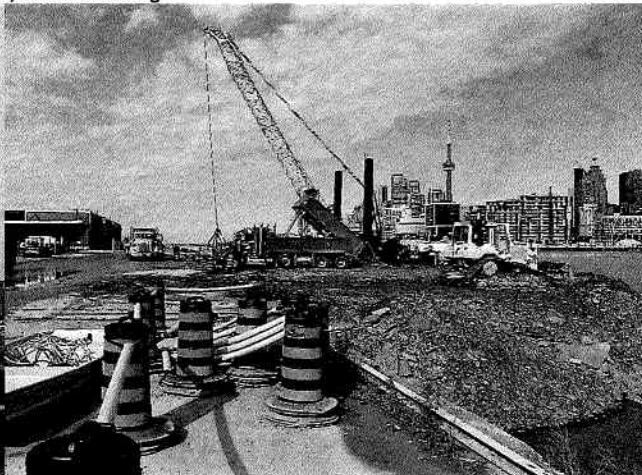
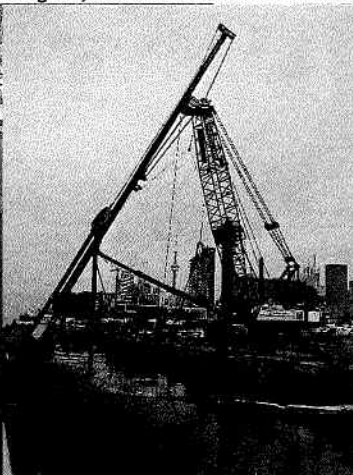
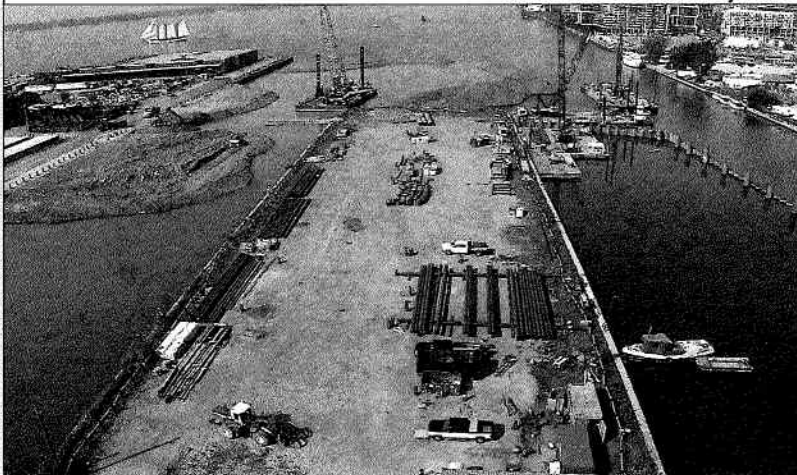
Item	Length	Info/Decision
1) Minutes of previous meeting	5 mins.	Decision
2) Tasks Completed from previous ESC	5 Min	Info
3) Key Items: a) 30% design cost estimate and risk update – 15 minutes (DK) b) Risk Register Status and Process – 5 Minutes (JG) c) Top Risk and Opportunity (Lakeshore Bridge and Gardiner piers) – 10 minutes (JG) d) Catalytic use site (MW) – 10 minutes (PM) e) CreateTO Tenant Issues – 15 minutes (DK/AT) a. Update on scheduling and process take down sites b. Winter Boat storage problem c. Communication plan for existing tenants f) Updated Draft Funding Cash Flow (based on 30% Design Stage Gate) – 5 Minutes (DK)	60 mins.	Info Info Info Info Info Info and review
4) Flood Protection and Enabling Works WT Monthly Report (Report circulated for Information)	10 mins.	Info
5) Future Agenda items	5 mins.	Info
6) Next Steps and New Business (All)	5 mins.	Info

Next ESC Meeting: October 16, 2018

MONTHLY PROJECT STATUS REPORT for July 31, 2018

IDENTIFICATION/ SCOPE	PORT LANDS FLOOD PROTECTION				PFP02-00		CHERRY STREET STORM WATER AND LAKE FILLING PROJECT																		
	<div><div>PROJECT SCOPE SUMMARY:</div><div>The project will create new landmass around the current Essroc Quay through lakefilling. This will stabilize the area shoreline under flood conditions, as the current dockwall on Essroc Quay is old and at a risk of collapsing under flooding conditions. Infilling Essroc Quay is an important element of safely conveying increasing storm and flood waters, although it does not eliminate the flood plain designation in the Port Lands. It will also improve water quality, optimize water and storm infrastructure, and create new naturalized open spaces and aquatic habitat. The project will ultimately form part of the proposed Promontory Park, which is a component of the larger Port Lands Flood Protection project.</div></div> <div></div>																								
PERSONNEL	ACCOUNTABLE EXECUTIVE: David Kusturin				CONSULTANT(S): FIRM						DISCIPLINE(S)						KEY CONTACT(S)								
	WT SVP (PROJECT DELIVERY): Julius Gombos				Michael Van Valkenburgh						Landscape Architecture, Integration						Herb Sweeney								
	WT DIRECTOR (P & D): Shannon Baker				CH2M						Engineer and Prime Consultant						Denise Lacchin								
	WT DIRECTOR (S & M): Simon Kararm				HDR						Risk Management						Fred Kramer								
	WT DIRECTOR (E): Don Forbes / Meggen Janes				Hanscomb						Cost Consulting						Richard Acqui								
	TRCA PROJECT MGMT Ken Dion				Construction Manager						Ellis Don Civil Construction						Jose Cruz								
BUDGET & COST SUMMARY	ITEM		APPROVED BUDGET				COST CONTROL				STATUS														
	Phase	Description	Original Budget	Revisions/ Transfers	Current Budget	Total Committed (Incl. Non Contracted Cost)	Forecast to Complete	Anticipated Final Cost	Variance to Budget	Costs Incurred to Date	% Complete To Date														
		Soft Costs	\$ 7,341,000	\$ -	\$ 7,341,000	\$ 4,817,762	\$ 553,703	\$ 5,371,465	\$ 1,969,535	\$ 3,363,267	63%														
		Hard Costs	\$ 40,800,000	\$ -	\$ 40,800,000	\$ 48,960,320	\$ 1,521,412	\$ 50,481,732	\$ (9,681,732)	\$ 24,725,864	49%														
		Soil Pilot	\$ 375,000	\$ -	\$ 375,000	\$ 353,086	\$ 21,914	\$ 375,000	\$ -	\$ 337,930	90%														
		Project Management	\$ 1,950,000	\$ -	\$ 1,950,000	\$ 706,478	\$ 1,243,522	\$ 1,950,000	\$ -	\$ 691,461	35%														
		Contingency (Design/Soft costs/Const.)	\$ 13,680,118	\$ -	\$ 13,680,118	\$ -	\$ 5,832,186	\$ 5,832,186	\$ 7,847,932	\$ -	0%														
		HST (Non-Recoverable 1.76%)	\$ 853,882	\$ -	\$ 853,882	\$ 944,110	\$ 45,506	\$ 989,617	\$ (135,735)	\$ 461,534	47%														
TOTAL		\$ 65,000,000	\$ -	\$ 65,000,000	\$ 55,781,756	\$ 9,218,243	\$ 65,000,000	\$ -	\$ 29,580,056	46%															
SCHEDULE SUMMARY	Milestone		Original Target	Revised Target	Actual/ Forecast	Milestone		Original Target	Revised Target	Actual/ Forecast															
	Announcement		14-Sep-16	14-Sep-16	14-Sep-16	Core Stone Placement		31-Jul-18	30-Jun-18	23-Jun-18															
	Interim Board Approval		25-Oct-16	25-Oct-16	25-Oct-16	Dockwall Construction		31-Aug-18	15-Oct-18																
	Delivery Agreement		02-Jun-17	02-Jun-17	02-Jun-17	Lake Filling		31-Dec-18	28-Feb-19																
	Consultant Procurement		31-Mar-17	31-Mar-17	31-Mar-17	Sewer Diversion		31-Dec-18	26-Feb-19																
	Schematic Design		31-May-17	31-May-17	31-May-17	Revetment		31-Oct-18	19-Feb-19																
	Board of Directors Capital Approval		13-Jun-17	13-Jun-17	13-Jun-17	Aquatic Habitat		31-Oct-18	15-Mar-19																
	Authorities Having Jurisdiction Approvals		23-Aug-17	23-Aug-17	23-Aug-17	Project Completion		31-Mar-19	15-Mar-19																
	Contractor Procurement		20-Sep-17	20-Sep-17	20-Sep-17																				
	Tender Documents		31-Oct-17	31-Oct-17	31-Oct-17																				
	SubTrade Procurement		30-Apr-18	30-Apr-18																					
Notes:																									
CONSTRUCTION SCHEDULE		2017				2018												2019							
	Package	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
	Core Stone				◆																				
	Dockwall					◆																			
	Lake Filling							◆																	
	Sewer Diversion							◆																	
	Revetment										◆														
	Aquatic Habitat											◆													
Completion																									

MONTHLY PROJECT STATUS REPORT for July 31, 2018

PORT LANDS FLOOD PROTECTION		PFP02-00	CHERRY STREET STORM WATER AND LAKE FILLING PROJECT		
PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD		
<div>1. Procurement near completion. Supply of Armour Stone awarded.</div> <div>2. Core Stone placement is complete.</div> <div>3. Core stone shaping and grading in Cell 3 ongoing.</div> <div>4. Lakefilling in Cell 2 ongoing.</div> <div>5. Combi-Wall anchor installation ongoing.</div>			<div>1. Procure hydroseeding, tree-planting and landscaping packages.</div> <div>2. Complete Cell 2 lakefilling.</div> <div>3. Implement fish salvage for Cell 3 and commence Lakefilling</div> <div>4. Continue combi-wall anchor construction.</div> <div>5. Continue shaping and grading core stone in Cell 3.</div> <div>6. Relocate Inner Berm concurrent to placing fill material in Cell 2.</div>		
SITE PHOTOS: Overall Project Site Progress, Combi-Wall Anchor Installation, Cell 2 Lakefilling					
<div></div>					
CRITICAL ISSUES & RISKS				Action By	Date
1. Approval of Lake fill material				ED	Dec-17
2. Acquisition of Additional Property at MT-35				WT	Sep-18
3. Lakefilling design at South Abutment				Jacobs	Aug-18
LEGEND	Cost		Schedule		
	● Forecast to complete more than 10% over budget		● Forecast to complete more than six months behind schedule		
	● Forecast to complete within 10% of budget		● Forecast to complete behind schedule by less than six months		
	● Forecast to complete within budget		● Forecast to complete on schedule or before		
	Issue Resolution				
	● Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%				
	● Outstanding issue resolution may cause project delays within next two months				
● Currently no issues likely to critically impact project schedule or ultimate cost					

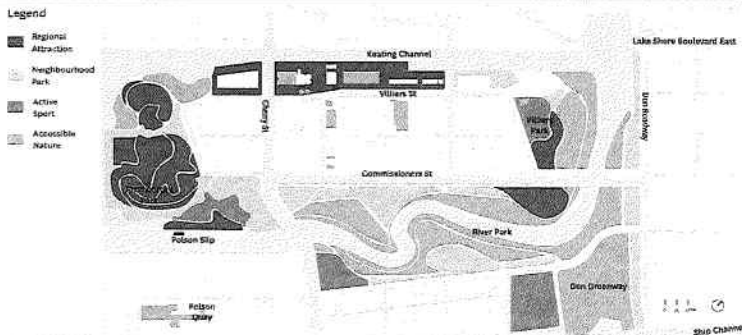
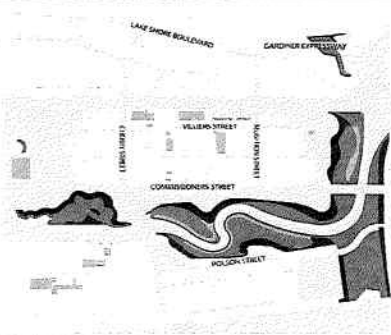
MONTHLY PROGRAM STATUS REPORT for July 31, 2018

IDENTIFICATION/ SCOPE	PORT LANDS FLOOD PROTECTION			PFP03/04/05/06	PORT LANDS FLOOD PROTECTION AND ENABLING INFRASTRUCTURE								
	PROJECT SCOPE SUMMARY:			290 hectares of southeastern downtown Toronto are at risk of flooding from the Don River watershed and cannot be revitalized until they are flood protected. The Port Lands Flood Protection Project will create two new outlets for the Don River – including a wide river valley – that will safely convey flood waters into Lake Ontario, as well as provide new parks, aquatic habitat and infrastructure such as roads, bridges and a transit right-of-way.									
PERSONNEL	ACCOUNTABLE EXECUTIVE:			David Kusturin		CONSULTANT(S): FIRM		DISCIPLINE(S)		KEY CONTACT(S)			
	WT SVP (PROJECT DELIVERY):			Julius Gombos		Michael Van Valkenburgh		Parks, River, Program Integration		Herb Sweeney			
	WT DIRECTOR (P & D):			Shannon Baker		CH2M		Environmental		Paul Passalent			
	WT DIRECTOR (S & M):			Simon Karam		WSP with DTAH		Roads		Shawn Walters			
	WT DIRECTOR (S&GWM):			Don Forbes		Entuitive with Grimshaw and SBP		Bridges		Michael Meschino			
BUDGET & COST SUMMARY	TRCA PROJECT MGMT			Ken Dion		EllisDon Civil Construction		Construction Manager		Luc Theberge			
	ITEM			APPROVED BUDGET			COST CONTROL				STATUS		
	Phase	Description	Work Package	Original Budget	Revisions/ Transfers	Current Budget	Total Committed (Incl. Non Contracted Cost)		Forecast to Complete	Anticipated Final Cost	Variance to Budget	Costs Incurred to Date	% Complete To Date
		Commissioners St. West to New Cherry St.	PFP03-01	\$ 18,000,000		\$ 18,000,000	\$ 1,583,226	\$ 16,416,774	\$ 18,000,000.00		\$ 316,083	1.76%	
		Commissioners St. East to Saulters St.	PFP03-02	\$ 7,000,000		\$ 7,000,000	\$ 833,965	\$ 6,166,035	\$ 7,000,000.00		\$ 151,119	2.16%	
		Cherry Street Re-alignment (North & South of Keating)	PFP03-03	\$ 22,000,000		\$ 22,000,000	\$ 2,470,951	\$ 19,529,049	\$ 22,000,000.00		\$ 438,707	1.99%	
		Don Roadway North	PFP03-05	\$ 7,000,000		\$ 7,000,000	\$ 820,229	\$ 6,179,771	\$ 7,000,000.00		\$ 137,383	1.96%	
		Hydro One Integration	PFP03-06	\$ 12,000,000		\$ 12,000,000	\$ 1,164,215	\$ 10,835,785	\$ 12,000,000.00		\$ 215,884	1.80%	
		Site Wide Municipal Infrastructure	PFP03-07	\$ 102,000,000		\$ 102,000,000	\$ 7,481,794	\$ 94,518,206	\$ 102,000,000.00		\$ 1,785,938	1.75%	
		Cherry Keating-Cherry Street Bridge North	PFP04-01	\$ 55,000,000		\$ 55,000,000	\$ 5,092,089	\$ 49,907,911	\$ 55,000,000.00		\$ 2,348,450	4.27%	
		Cherry Polson-Cherry Street Bridge South	PFP04-02	\$ 42,000,000		\$ 42,000,000	\$ 6,628,084	\$ 35,371,916	\$ 42,000,000.00		\$ 1,746,465	4.16%	
		Commissioners Street Bridge/Don Roadway	PFP04-03	\$ 43,000,000		\$ 43,000,000	\$ 4,644,188	\$ 38,355,812	\$ 43,000,000.00		\$ 1,788,212	4.16%	
		Lakeshore Road & Rail Bridge Modifications	PFP04-04	\$ 19,000,000		\$ 19,000,000	\$ 1,117,281	\$ 17,882,719	\$ 19,000,000.00		\$ 799,342	4.21%	
		Old Cherry St. Bridge Demolition	PFP04-05	\$ 4,000,000		\$ 4,000,000	\$ 432,229	\$ 3,567,771	\$ 4,000,000.00		\$ 182,814	4.57%	
		River Valley System & Don Greenway	PFP05-03	\$ 486,000,000		\$ 486,000,000	\$ 17,388,339	\$ 468,611,661	\$ 486,000,000.00		\$ 12,777,311	2.63%	
		Keating Channel Modifications	PFP05-05	\$ 35,000,000		\$ 35,000,000	\$ 1,270,421	\$ 33,729,579	\$ 35,000,000.00		\$ 704,204	2.01%	
		Polson Slip North Side Naturalization	PFP05-06	\$ 60,000,000		\$ 60,000,000	\$ 1,734,765	\$ 58,265,235	\$ 60,000,000.00		\$ 1,076,922	1.79%	
		Don Roadway Valley Wall Feature	PFP05-07	\$ 27,000,000		\$ 27,000,000	\$ 1,075,697	\$ 25,924,303	\$ 27,000,000.00		\$ 567,111	2.10%	
		Eastern Avenue Flood Protection	PFP05-08	\$ 5,000,000		\$ 5,000,000	\$ 466,885	\$ 4,533,115	\$ 5,000,000.00		\$ 113,941	2.28%	
		East Harbour Flood Protection Landform	PFP05-09	\$ 5,000,000		\$ 5,000,000	\$ 450,759	\$ 4,549,241	\$ 5,000,000.00		\$ 104,863	2.10%	
		Flow Control Weirs	PFP05-10	\$ 38,000,000		\$ 38,000,000	\$ 1,214,670	\$ 36,785,330	\$ 38,000,000.00		\$ 680,989	1.79%	
		Sediment and Debris Management Area	PFP05-11	\$ 78,000,000		\$ 78,000,000	\$ 2,454,333	\$ 75,545,667	\$ 78,000,000.00		\$ 1,582,879	2.03%	
		Villiers Island Grading	PFP05-12	\$ 28,000,000		\$ 28,000,000	\$ 1,093,408	\$ 26,906,592	\$ 28,000,000.00		\$ 576,805	2.06%	
		River Park North	PFP06-01	\$ 23,000,000		\$ 23,000,000	\$ 1,190,345	\$ 21,809,655	\$ 23,000,000.00		\$ 468,607	2.04%	
		River Park South	PFP06-02	\$ 27,000,000		\$ 27,000,000	\$ 1,337,725	\$ 25,662,275	\$ 27,000,000.00		\$ 543,503	2.01%	
		Promontory Park South	PFP06-03	\$ 42,000,000		\$ 42,000,000	\$ 1,465,809	\$ 40,534,191	\$ 42,000,000.00		\$ 866,180	2.06%	
TOTAL			\$ 1,185,000,000		\$ 1,185,000,000	\$ 63,411,409	\$ 1,121,588,591	\$ 1,185,000,000	\$ -	\$ 29,973,711	2.53%		
Note: The total committed amount does not include the contract amount for the MVVA assignment. The Contract with MVVA will be executed before the end of July													
SCHEDULE SUMMARY	Milestone			Original Target	Revised Target	Actual	Milestone			Original Target	Revised Target	Actual	
	Announcement			28-Jun-17		28-Jun-17	Don Greenway - Spillway & Wetland Design			01-Jul-19			
	Interim Board Approval			07-Dec-17		07-Dec-17	Commissioners St. Bridge Design			09-Aug-19	01-Sep-19		
	Delivery Agreement			31-Mar-18		31-Apr-18	Don Roadway Design			01-Feb-20			
	Consultant Procurement			15-Feb-18		15-Feb-18	Sediment Management Area Design			16-Jun-20			
	Schematic Design (30%)			31-May-18		31-May-18	Polson Slip Naturalization - Design			19-May-20	01-Jul-20		
	Board of Directors Capital Approval Soft Cost			29-Mar-18		29-Mar-18	Don Valley Wall Feature Design			01-Jul-20			
	Board of Directors Capital Approval Construction			28-Jun-18		28-Jun-18	Flow Control Weirs Design			01-Jul-20			
	Award Shallow Excavation Subtrade			30-Jun-18	31-Jul-18		Eastern Avenue Flood Protection Design			01-Jul-20			
	Early Field Works Construction			01-Aug-18		01-Aug-18	Keating Channel Modifications Design			01-Jul-20			
	Cherry St Realignment Design			17-Dec-18			Villiers Island Grading Design			01-Jul-20			
	Treatment Facility and Stockpile Area #1 - Design			19-Jun-18	01-Feb-19		Promontory Park South Design			01-Jul-20			
	Cherry St. Bridge North Design			14-Feb-19	01-Apr-19		River Park North Design			01-Jul-20			
	Cherry St. Bridge South Design			04-Apr-19	01-May-19		River Park South Design			01-Jul-20			
	Commissioners St Design			02-Jul-19			Lakeshore Bridge & Rail Modification Design			01-Aug-20			
	River Valley System Design			24-Feb-20	01-Jul-19		Demolition of Existing Cherry St Bridge Design			10-Aug-20	01-Oct-21		

MONTHLY PROGRAM STATUS REPORT for June 30, 2018

	2018	2019	2020	2021	2023
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CONSTRUCTION SCHEDULE	Package	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Commissioners St West to New Cherry St																								
	Commissioners St East to Saulter St																								
	Cherry Street Re-alignment																								
	Don Roadway North																								
	Hydro One Integration																								
	Site Wide Municipal Infrastructure																								
	Cherry Keating-Cherry Street Bridge North																								
	Cherry Polson-Cherry Street Bridge South																								
	Commissioners Street Bridge/Don Roadway																								
	Lake Shore Road & Rail Bridge Modifications																								
	Old Cherry St Bridge Demolition																								
	River Valley System																								
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	East Harbour Flood Protection Landform																								
	Flow Control Weirs																								
	Sediment and Debris Management Area																								
	Villiers Island Grading																								
	River Park North																								
	River Park South																								
	Promontory Park South																								

PORT LANDS FLOOD PROTECTION		PFP03/04/05/06	PORT LANDS FLOOD PROTECTION AND ENABLING INFRASTRUCTURE	
PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD	
<div>1. Evaluation of RFPs and Recommendations for the award of Contract for shallow excavation</div> <div>2. Award of contracts for noise and vibration monitoring and air monitoring.</div> <div>3. 60% design and draft tender documents for the deep soil mixing contract.</div> <div>4. Workshop to review and assess risks based on 30% design submissions and cost estimates.</div> <div>5. Review of cost optimization measures to assess conformance to PLFP budget</div>			<div>1. Continue Geotechnical and hydrogeological investigations to finalize deep soil mixing / in-situ soil stabilization requirements, bridge design, and PTTW submissions.</div> <div>2. Mobilization, tree removal, demolitions, site clearing,.</div> <div>3. Review 60% design submissions for critical Roads, Bridges, deep soil mixing and Soil Management.</div> <div>4. review of Proposal submissions of steel supply and fabrications for the three new bridges on Cherry Street and Commissioners Street.</div> <div>5. Prequalification of Contractor for Cherry Street North Bridge foundations and for the supply of play ground equipment.</div>	
SITE PHOTOS/RENDERINGS:				
				
CRITICAL ISSUES & RISKS			Action By	Date
1. Permits and design approvals for Cherry street north construction and bridge construction.			WT	08/31/18
2. Finalize Agreement with Toronto Hydro in relation to relocation of existing infrastructure and the construction of new infrastructure			WT/THES	08/31/18
3. Resolution of issues to facilitate Agreement with 3C Landowners			WT/CoT	09/31/2018
4. Timely procurement and award of packages for bridge and road construction			WT/CoT	11/30/2018
5. Coordination of sediment management area work and the Lakeshore bridge upgrades with the City's Gardiner realignment project and the Lakeshore Road project			WT/CoT	8/31/2018
6. Review and optimization of costs related to Sediment management area, Gardiner underpinning, Lakeshore Road Bridge widening including an assesement of interdependencies related to the City of Toronto projects			WT/CoT	8/31/2018
7. Completion of design and procurement packages for the Soil Management Facility (installation and operation package) including pilot testing, as required			MVVA	2/1/2019
8. Resolution of issues related to the relocation of Fire Hall				
LEGEND	Cost		Schedule	
	● Forecast to complete more than 10% over budget		● Forecast to complete more than six months behind schedule	
	● Forecast to complete within 10% of budget		● Forecast to complete behind schedule by less than six months	
	● Forecast to complete within budget		● Forecast to complete on schedule or before	
	Issue Resolution			
	● Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%			
● Outstanding issue resolution may cause project delays within next two months				
● Currentlly no issues likely to critically impact project schedule or ultimate cost				

**Port Lands Flood Protection
Monthly Report to Executive Steering Committee
September 18, 2018
Project Planning and Implementation Report**

A. Executive Summary

Overall: The PLFP program and the CSLF project is moving forward to plan.

Budget: The overall budget is tracking to plan. Cost estimates submitted as part of the 30% design, have been revised to incorporate design optimization items and budget updates will be refined during August and September.

Schedule: Updates to the detailed baseline schedule for design, construction and approvals are provided monthly. A revised schedule to reflect the proposed deep soil mixing approach has been prepared. The Completion date for the overall program is under review. The project team is currently assessing risks to the schedule, and reviewing mitigation strategies. An update will be provided to the project stakeholders.

Design status: 60% design has been submitted for Cherry Street realignment, Cherry Street North Bridge, and the deep soil mixing. 60% design on other components is progressing.

Construction status: Construction for Cherry Street Lake filling is approximately 55% complete. Lake filling and Combi-wall construction is on-going.

B. Key Risks/Issues:

Port Lands Flood Protection:

- Program (hard and soft) cost estimates are being assessed as part of the 30% design and risk review to remain within budget
- License to Construct Agreement with 3C Landowners is required prior to construction of Cherry Street North and this activity is on the critical path
- Increase to scope and costs associated with underpinning the Gardiner support piers
- Coordination of designs and review of interdependencies related to Sediment management area, Gardiner underpinning, Lakeshore Road Bridge widening including related City projects

Key risks applicable to the PLFP are listed below.

- Relocation and confirmation of scope and costs of infrastructure related to Hydro and other dry utilities (Gas, Hydro, Bell, Rogers, etc.) - Extent of relocation required, associated costs and durations associated with the engineering and construction phases for work to be completed by each utility
- Hydro One Integration – Increase to scope and costs for potential modification/relocation of HONI facilities Need for Bridge Extension, dock wall upgrades and Hydro cable relocation to meet hydraulic constraints at the bridge location

depending on modelling results – This could result in additional costs and time required to coordinate and implement upgrades required

- Extent of underpinning of existing pier supports for the Gardiner Expressway Ramps to facilitate construction associated with the sediment management area
- DSM (Deep Soil Mixing) - Schedule delays to bench scale testing, procurement and cost risks due to unknown ground conditions and the extent of DSM that is required
- Plant Establishment within suitable seasonal conditions - Risk of schedule delays to the new river opening if the spring planting season is missed, resulting in a full year delay to the program substantial completion
- Permitting – Delays to critical permits for works starting in 2019 could introduce delays overall program
- TTC input/approval of bridge design for Cherry Street North Bridge
- Bridge Steel costs and long delivery schedules for specialty steel supply and fabrication
- Extreme weather events during construction leading to disruption, delays, and additional costs
- Extent of off-site disposal of soil unsuitable for use within the project sites
- Market escalation above anticipated levels for hard (construction) costs
- Provision of temporary accommodations for TPLC Studios

Cherry Street Lake filling:

- Selection of the preferred option for the stormwater system upgrades
- On-going approval and acceptance of Lake filling material

C. Three Month Look Ahead:

Port Lands Flood Protection:

- Geotechnical and hydrogeological investigations to finalize soil stabilization requirements, bridge design, and permits
- Site clearing, tree removal, demolitions and removal of buried structures
- Review 60% design submissions for critical Roads, Bridges, Soil stabilization and Soil Management
- Review of Proposal submissions of steel supply and fabrications for the three new bridges on Cherry Street and Commissioners Street
- Prequalification of Contractor for Cherry Street North Bridge foundations and for the supply of playground equipment
- Continue to coordinate with Create TO on the termination of tenancy in accordance with the program schedule

Cherry Street Lake filling:

- Continue with the risk management and mitigation program
- Continue with stakeholder management, communicating, and reporting
- Complete procurement of Tree-Planting/Landscaping/Hydroseeding
- Complete Core Stone delivery and placement
- Complete Cell 2 Lakefilling

- Continue shaping and grading core stone in Cell 3.

D. Completed in Past Month

The following activities have been completed in the last month:

Port Lands Flood Protection:

- Update of Program Risk Register to reflect revised program cost estimates and program schedule
- Submissions related to permits from Transport Canada
- Address gaps in Topographical Survey and initiate the next phase of Subsurface Utility Engineering (SUE)
- Complete tender ready design and procurement documents for demolition and shallow excavation and soil management
- Public meeting on July 18, 2018

Cherry Street Lake Filling

- Installation of dockwall and sheetpiles on the North side of Essroc Quay

E. Risk Status

For the Port Lands Flood Protection Program, HDR continues to provide Risk Management services. A risk workshop was held at the end of July to reassess program and project risks to update the risk register and develop a revised risk profile for the program.

Based on the cost estimates provided by the consultants at 30% design, and the revised risk profile the project team is incorporating optimized project features and evaluating further opportunities and scope refinements to conform to the original budget constraints. A list of key risks associated with the PLFP is provided at the end of this report.

The project team is monitoring risks and implementing mitigation activities on on-going basis.

For Cherry Street Lake filling, HDR has developed a detailed Risk Register for the project. The project is being tracked by HDR and the risk register continues to be updated and monitored.

F. Approvals and Agreements

Port Lands Flood Protection:

- Discussions are underway with 3C Landowners to finalize the License to Construct Agreement
- A separate Agreement will be executed between the 3C Landowners and the City of Toronto for the transfer of lands. This Agreement is subject to the resolution of various issues some of which require the attention of the City of Toronto
- Agreement with Toronto Hydro related to the design, construction and funding of Hydro Infrastructure is required. The Agreement requirements are under review. A Letter of

Intent is to be executed prior to the signing of the Agreement to progress the engineering work

- Confirmations required from City of Toronto Heritage Preservation Services regarding some heritage buildings and structures on site
- Discussions underway to secure Ministry of the Environment, Conservation and Parks concurrence with the soil management approach

Cherry Street Lake filling:

- Approval of the lake fill material is monitored on an on-going basis through a rigorous testing, monitoring, and tracking program

G. Communications, Public and Stakeholder Relations

Public Meeting was held on July 18, 2018. A Public Drop-in Centre is being considered at 200 Queens Quay East. The new project website (PortLandsTO.ca) is now live and includes up-to-date information about construction and design.

First Nations Engagement

- Engagement with the Mississaugas of Scugog Island First Nations is on-going.
- Project team members plan to engage indigenous communities at various events planned for the Fall.
- Communications with Indigenous communities will be tracked as part of project communications

H. Project Contingency Update

The risk review at the 30% design stage will review program contingencies. As part of this review the risk consultant will allocate contingencies to various risks depending on probability of occurrence and the magnitude of the impacts to the schedule and program costs. This will result in revised allocation of contingencies by project to reflect the individual project requirements

I. Scope Changes

Waterfront Toronto has been requested to consider works not included in the approved Port Lands Flood Protection budget. Work under review includes:

- Funding contribution towards film related facilities
- Removal of the abandoned Eastern Avenue Bridge

In addition to the above scope changes, work required in relation to the Lakeshore Rail and Road Bridge modifications and Gardiner ramp structures in the sediment management basin will result in costs that are higher than the budgeted amounts

Pichette, Chanelle (INFC)

From: David Kusturin <DKusturin@waterfronttoronto.ca>
Sent: September 18, 2018 9:22 AM
To: Amanda Santo; Julie Bowering; Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Kyle Knoeck; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]@trca.on.ca; Julius Gombos; Meg Davis; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; Kyle Knoeck; Mira Shenker; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka; mtolensky@trca.on.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; [REDACTED]@ontario.ca; Michael Nobrega; PLFP Calendar; Pina Mallozzi; atummillo@createto.ca; Coffin, Erin (INFC); Matharu, Krishen (INFC)
Cc: Mary Scotland; Halija Mazlomyar; Andrea Broughton; Cheryl Bouzide-McKee; [REDACTED] [REDACTED] Stephen McKenna; Lynda Macdonald; Lou Di Gironimo; Kekanovich, Lynn (MOI); Meggen Janes; Steven Trumper; Christopher Glaisek
Subject: RE: Port Lands Executive Steering Committee - Sept 18, 2018
Attachments: PLFP Dashboard_Sept11.pdf

Our apologies, the previous dashboard file did not pdf correctly. Please find attached hereto an updated corrected version of the dashboard.

david kusturin | chief project officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 dkusturin@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Amanda Santo
Sent: Tuesday, September 18, 2018 8:24 AM
To: Julie Bowering <[REDACTED]@waterfronttoronto.ca>; marie-pier.nassif@canada.ca; Nik Chatterjee [REDACTED]; David Stonehouse <David.Stonehouse@toronto.ca>; Kyle Knoeck [REDACTED]@toronto.ca; Mike (EDC) Williams <Mike.Williams@toronto.ca>; Steve McKenna [REDACTED]@toronto.ca; Ken Dion <KDion@trca.on.ca>; Helen Donches [REDACTED]@toronto.ca; [REDACTED]@trca.on.ca; David Kusturin <DKusturin@waterfronttoronto.ca>; Julius Gombos <JGombos@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; Kyle Knoeck [REDACTED]@toronto.ca; Mira Shenker <MShenker@waterfronttoronto.ca>; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; mtolensky@trca.on.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; [REDACTED]@ontario.ca; Michael Nobrega [REDACTED]@waterfronttoronto.ca; PLFP Calendar <PLFPcalendar@waterfronttoronto.ca>; Pina Mallozzi <PMallozzi@waterfronttoronto.ca>; atummillo@createto.ca; erin.coffin@canada.ca; krishen.matharu@canada.ca
Cc: Mary Scotland [REDACTED]@waterfronttoronto.ca; Halija Mazlomyar <[REDACTED]@waterfronttoronto.ca>; Andrea Broughton <[REDACTED]@toronto.ca>; Cheryl Bouzide-McKee [REDACTED]@toronto.ca; [REDACTED] [REDACTED]@toronto.ca; Stephen McKenna <[REDACTED]@toronto.ca>; Lynda Macdonald <[REDACTED]@toronto.ca>; Lou Di Gironimo <[REDACTED]@toronto.ca>; Kekanovich, Lynn (MOI) <Lynn.Kekanovich@ontario.ca>; Meggen Janes <[REDACTED]@waterfronttoronto.ca>; Steven Trumper

<STrumper@createto.ca>; Christopher Glaisek <CGLaisek@waterfronttoronto.ca>

Subject: RE: Port Lands Executive Steering Committee - Sept 18, 2018

Good morning all, apologies for the lateness, please find attached the updated PLFP Dashboard that replaces the July 20 iteration previously circulated.

I will have printed copies at this afternoons meetings.

Take care

Amanda

From: Amanda Santo

Sent: Friday, September 14, 2018 3:26 PM

To: Julie Bowering <[REDACTED]@waterfronttoronto.ca>; marie-pier.nassif@canada.ca; Nik Chatterjee <[REDACTED]@toronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Kyle Knoeck <[REDACTED]@toronto.ca>; Mike (EDC) Williams <Mike.Williams@toronto.ca>; Steve McKenna <[REDACTED]@toronto.ca>; Ken Dion <KDion@trca.on.ca>; Helen Donches <[REDACTED]@toronto.ca>; [REDACTED] <[REDACTED]@trca.on.ca>; David Kusturin <DKusturin@waterfronttoronto.ca>; Julius Gombos <JGombos@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; Kyle Knoeck <[REDACTED]@toronto.ca>; Mira Shenker <MShenker@waterfronttoronto.ca>; [REDACTED] <[REDACTED]@toronto.ca>; Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; mtolensky@trca.on.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; [REDACTED] <[REDACTED]@ontario.ca>; Michael Nobrega <[REDACTED]@waterfronttoronto.ca>; PLFP Calendar <PLFPcalendar@waterfronttoronto.ca>; Pina Mallozzi <PMallozzi@waterfronttoronto.ca>; atummillo@createto.ca; erin.coffin@canada.ca; krishen.matharu@canada.ca
Cc: Mary Scotland <[REDACTED]@waterfronttoronto.ca>; Halija Mazlomyar <[REDACTED]@waterfronttoronto.ca>; Andrea Broughton <[REDACTED]@toronto.ca>; Cheryl Bouzide-McKee <[REDACTED]@toronto.ca>; [REDACTED] <[REDACTED]@toronto.ca>; Stephen McKenna <[REDACTED]@toronto.ca>; Lynda Macdonald <[REDACTED]@toronto.ca>; Lou Di Gironimo <[REDACTED]@toronto.ca>; Kekanovich, Lynn (MOI) <Lynn.Kekanovich@ontario.ca>; Meggen Janes <[REDACTED]@waterfronttoronto.ca>; Steven Trumper <STrumper@createto.ca>; Christopher Glaisek <CGLaisek@waterfronttoronto.ca>

Subject: Port Lands Executive Steering Committee - Sept 18, 2018

Good afternoon all, in preparation of our upcoming ESC meeting on Tuesday September 18th please find attached the **Agenda, Minutes** from our previous meeting and the following reports/presentations:

1. **Re Item 3a** - 30% Design and Cost Risk Report
2. **Re items 3b and 4** - Port Lands Flood Protection Monthly Report August 27
3. **Re items 3f** - Port Lands Cash Flows – Sept 14
4. 2018 07 31 Cherry Street Lake Filling Dashboard Report
5. Port Lands Flood Protection Dashboard Report July 20

There have been a number of requests for changes to our ESC invitees. Please take a moment to look at the list and ensure I have included all the appropriate persons and advise if someone should be added or removed. Much appreciated!

Take care and have a great weekend,

Amanda

amanda.santo | director, development | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
asanto@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

PLFP Program Dashboard - as of July 31, 2018

Issued: August 31, 2018

PROGRAM SUMMARY

OVERALL STATUS



BUDGET STATUS

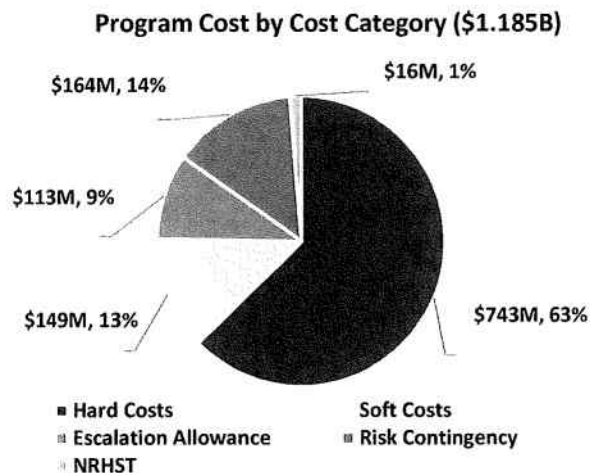
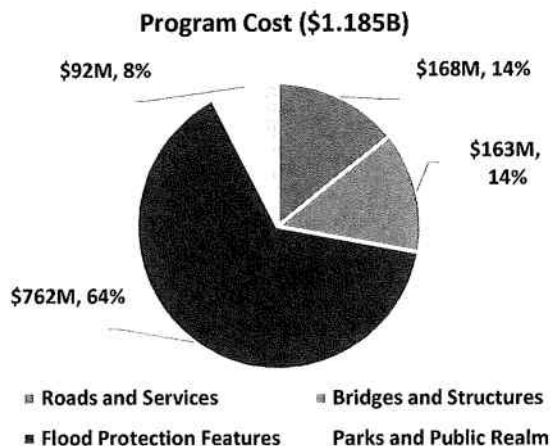


SCHEDULE STATUS



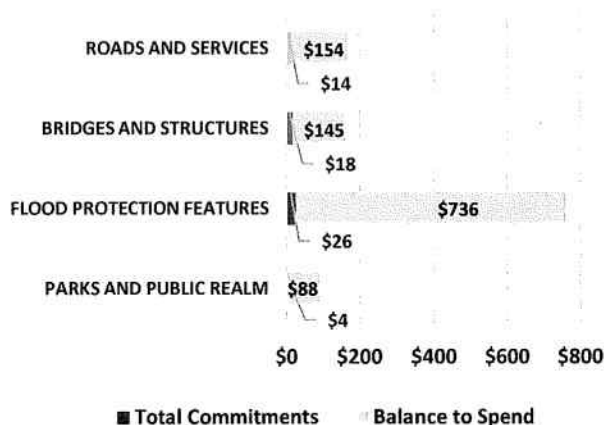
Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure timely program delivery.

PROGRAM BUDGET STATUS



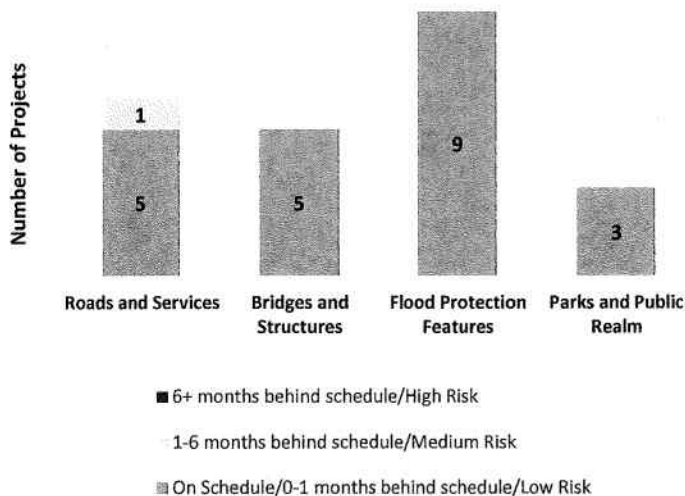
PROGRAM COMMITMENTS TO DATE

Commitments and Balance to Spend (\$M)



PROGRAM RISK STATUS

Program Risk - by Segment

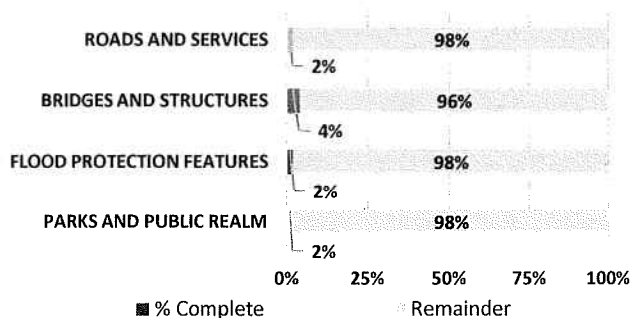


PLFP Program Dashboard - as of July 31, 2018

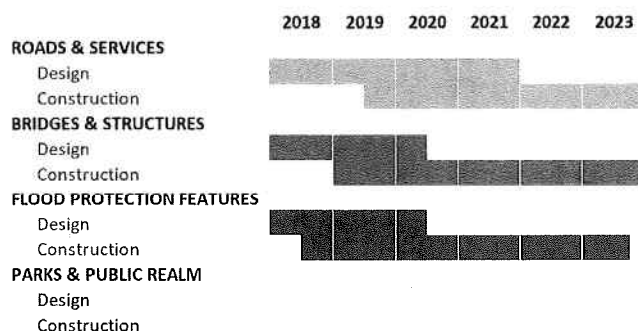
Issued: August 31, 2018

PROGRAM SCHEDULE STATUS

Program Progress - by Segment



Program Timeline - by Segment



PROGRAM PROGRESS - KEY MILESTONES

This Month - July 2018

Contracts

Request for Proposal: Shallow Excavation (RFP Award)
Air Monitoring (RFP Award)
Noise and Vibration Monitoring (RFP Award)
Deep Soil Mixing (Prepare for Tender)

Design to be Submitted

Landscaping and Finishes (30% Design)
Deep Soil Mixing (60% Design)

Program Management

Risk Review (at 30% Design)
Review of Cost Optimization (Conformance to Program Budget)

Next Month - August 2018

Permits to be Secured

Environmental/Soil Remediation/Excavation: Tree Removal Bylaw

Contracts

Laboratory and Testing, Traffic Management (RFP Closed)
Fence to Secure Active Sites (RFP Award)
River Valley Demolition, Site Preparation and Partial Shallow Excavation (RFP Award)
River Valley Deep Soil Mixing (RFP Issued)

Design to be Submitted

Sitewide Municipal Infrastructure: Commissioners St., Don Roadway (30% Utilities Design)
Deep Soil Mixing: River Valley System - West & East Cell (60% Design)
Landscaping and Finishes - River Valley System (30% Design)

Construction

Treatment & Stockpile Area #1 - Tree Cutting (Completed)

Lookahead - September 2018 to November 2018

Permits to be Secured

Roads: City of Toronto (ECS)
Bridges: City of Toronto (ECS), Street Lighting (Toronto Hydro), TRCA Permit
Demolition: Old Cherry St Bridge, Existing Buildings
Environmental/Soil Remediation/Excavation: 4 Permits

Contracts to be Awarded

Don Greenway, Cherry St. North and Promontory Park: Pre Construction Surveys
Bridge Steel Structure Fabrication & Erection

Design to be Submitted

Sidewalk Municipal Infrastructure: Commissioners St and Don Roadway (30% Utilities Design)
All Bridges (60% Design)
Cherry St. Re-alignment (90% Design)

Construction

Soil Treatment Plant & Stockpile Area #1 (Completed)

Lookahead - December 2018 to February 2019

Permits to be Secured

Bridges: Cultural Heritage Environmental Report (CHER), Lakes and Rivers Improvement Act, Transport Canada (Water Harbour), etc.
TTC Approval of Design
Tree Cutting Permits (Don Greenway and Don Roadway Valley Wall Feature)

Contracts to be Awarded

Cherry St. Soil Improvement
Cherry St. North Construction
Cherry St. North - Deep Foundation, Substructures, Finishes
River Valley Sheet Piling & Dock Wall
Promontory Park Earthworks

Design to be Submitted

Firehall Relocation: Commissioners St., Hydro One Integration (30% Design)
Sitewide Municipal Infrastructure: Commissioners St. (60% Design)
Cherry St. South Bridge (90% Design)
Cherry St. Re-Alignment (IFT Road Design)
Cherry St. North Bridge, Old Cherry St. Bridge Demolition, Promontory Park South, Don Roadway Valley Wall Feature (IFC Design)

Construction

Cherry St. Bridge North: South Abutment Foundations (Commence)



SITE PHOTOS



Figure 1
Asphalt removal for silt fence
(July 2018)



Figure 2
Trenching for silt fence
(July 2018)



Figure 3
Tree clearing along east gate at
51 Commissioners St. prior to silt fence installation
(July 2018)



Figure 4
Cleanup of scrap/debris left by previous landowner
(July 2018)



Figure 5
Driving T-bars
(July 2018)



Figure 6
Silt fence fabric installation
(July 2018)



Coffin, Erin (INFC)

From: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Sent: September 27, 2018 2:46 PM
To: Coffin, Erin (INFC)
Subject: RE: INFC - Waterfront Toronto OC

thank you Erin
 much appreciated

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Sent: September 27, 2018 2:37 PM
To: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Subject: RE: INFC - Waterfront Toronto OC

Good Afternoon Emil,

Your contracts for PLFP OC are:

Co-Chair:
 Marie-Pier Nassif, Director, Ontario, Program Operations Branch
 Email : Marie-Pier.Nassif@canada.ca
 Tel: 613-960-9422

Federal Representative:
 Erin Coffin, Senior Program Analyst, Ontario, Program Operations Branch
 Email : erin.coffin@canada.ca
 Tel.: 613-948-9405

Ccs:
 Krishen Matharu, Program Analyst, Ontario, Programs Operations Branch
 Email: krishen.matharu@canada.ca
 Tel: 613-960-9494

Shainah MacFarlane, Junior Program Analyst, Ontario, Program Operations Branch
 Email: shainah.macfarlane@canada.ca
 Phone: 613-948-6294

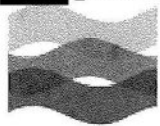
From: Emil Zelic [mailto:████████@waterfronttoronto.ca]
Sent: September 27, 2018 2:25 PM
To: Ann Landry <████████@waterfronttoronto.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>
Subject: FW: INFC - Waterfront Toronto OC

Thanks Erin
 we will include you too.

Quick question, who can provide a list of INFC resources and their roles in PLFP OC.

thank you

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8
 ██████████@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Sent: September 27, 2018 12:45 PM
To: Emil Zelic <████████@waterfronttoronto.ca>
Subject: FW: INFC - Waterfront Toronto OC

Good afternoon Emil,

I am taking the lead over from Kathy Morin on this file, so please ensure you have me on your distribution list.

Thank you,

Erin Coffin

Senior Program Analyst, Program Operations
 Infrastructure Canada | Government of Canada
 erin.coffin@canada.ca | Tel.: 613-948-9405

From: Matharu, Krishen (INFC)
Sent: September 27, 2018 12:16 PM
To: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: INFC - Waterfront Toronto OC

FYI

From: Emil Zelic [mailto:]
Sent: September 27, 2018 12:15 PM
To: Sasha Jurak ██████████@waterfronttoronto.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Ann Landry
 ██████████@waterfronttoronto.ca>

Cc: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>

Subject: RE: INFC - Waterfront Toronto OC

Hello Marie-Pier

Thank you for chairing first Port Lands Flood Protection Oversight Committee meeting.

May I introduce Sasha Jurak – PMO director who will be supervising delivery of WT reporting requirements and Ann Landry – PMO Coordinator who will be supporting meeting coordination and logistics including publishing of minutes of the meetings.

Three of us are assigned as WT representatives to PLFP OC.

Other WT participants will be attending meetings but they might opt out depending on circumstances relevant to agenda items.

In regards to organising next meeting, during the week of Oct 22, 2018, Ann will reach out to you shortly with available dates/times.

In addition, Sasha and I am looking at the list of reports that could be provided at next meeting. We will publish the list in the next couple of days.

Lastly, when could we get minutes of the last meeting so we can review and deliver on action items.

Again, it will be great working together and with the rest of INFC.

Thank you

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [\[REDACTED\]@waterfronttoronto.ca](mailto:[REDACTED]@waterfronttoronto.ca) | www.waterfronttoronto.ca



WATERFRONTToronto

-----Original Appointment-----

From: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>

Sent: September 17, 2018 3:04 PM

To: Matharu, Krishen (INFC); Julius Gombos; Emil Zelic; Sasha Jurak; Edward Chalupka; David Kusturin; Morin, Kathy (INFC); Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); Hobbs, Joshua (INFC); Campbell, Deborah (INFC)

Subject: FW: INFC - Waterfront Toronto OC

When: September 21, 2018 11:30 AM-12:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: INFC CONF Ott-180Kent-09-041 CONF INFC

Please plan on attending.

Thanks

-----Original Appointment-----

From: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>

Sent: Monday, September 17, 2018 2:47 PM

To: Matharu, Krishen (INFC); Edward Chalupka; David Kusturin; Morin, Kathy (INFC); Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); Hobbs, Joshua (INFC); Campbell, Deborah (INFC)

Subject: INFC - Waterfront Toronto OC

When: Friday, September 21, 2018 11:30 AM-12:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: INFC CONF Ott-180Kent-09-041 CONF INFC

INFC				
Participant code				
Local Dial-in number				
Toll-free Dial-in number				

Pichette, Chanelle (INFC)

From: Matharu, Krishen (INFC)
Sent: October 2, 2018 11:02 AM
To: MacFarlane, Shainah (INFC)
Subject: FW: Revised Port Lands Cash Flows

From: Mary Anne Santos [mailto:██████████@waterfrontoronto.ca]
Sent: October 1, 2018 10:17 AM
To: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>; Soler, Roger (INFC) <roger.soler@canada.ca>; McCallum, Robert (INFC) <robert.mccallum@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Adhish Risbud ██████████@waterfrontoronto.ca>
Subject: RE: Revised Port Lands Cash Flows

Hi Krishen,

Please refer to clarifications below:

1. Funding for years 2024-2028 will be coming from the working capital (\$25M balance as of 2023/24), with funding anticipated to be sourced from both the City and Province through funding request in 2023/24.
2. Cumulative funding is based on the cumulative yearly funding coming from the three levels of governments, with total reaching \$1.185B at the end based on the Port Lands CA total funding.
3. Cumulative City + Federal funding is based on the cumulative yearly funding provided by both the City and Feds. In 2018/19 for example, the \$188M cumulative funding amount is based on \$57.3M City funding and \$105M Federal funding for 2018/19 plus the \$25.6M City funding for 2017/18.

Hope this clarifies your concerns. Please let me know if you have any further questions.

Thanks.

Mary Anne

-----Original Message-----

From: Matharu, Krishen (INFC) <krishen.matharu@canada.ca>
Sent: Friday, September 28, 2018 12:30 PM
To: Mary Anne Santos ██████████@waterfrontoronto.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>; roger.soler@canada.ca; McCallum, Robert (INFC) <robert.mccallum@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Revised Port Lands Cash Flows

Hi Mary Anne,

Based on the revised Cashflow it appears that essential WT has evened out provincial and city funding to increase those contribution amounts in 2022/23 and 2023/24. No changes have been made to the federal Cashflow and amounts. However, there are couple of items perhaps you can help clarify:

- 1) Under the row #1: "Expenditures" - these don't align with the (total) funding row below; should the forecast in expenditures not mirror the funding amounts?
Also, the \$1.185 amount is stretched out to 2028, where do you anticipate getting the \$6.25M annually for years 2024-2028? How comes this is not reflected in the funding row?
- 2) Under row #2: "Funding" - can you explain how you reached the cumulative amounts?
- 3) Under row #3: "Provincial Milestone 1. Cumulative City + Federal Funding" - can you explain how you reached the cumulative amounts?

Thank you,

Krishen Matharu
Program Analyst
Program Operations Branch
Infrastructure Canada | Government of Canada krishen.matharu@canada.ca | Tel: 613-960-9494

-----Original Message-----

From: Mary Anne Santos [mailto:██████████@waterfrontoronto.ca]
Sent: September 27, 2018 10:52 AM
To: David Stonehouse <David.Stonehouse@toronto.ca>; Mike Yu ██████████@toronto.ca>; Brett Howell ██████████@toronto.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Morin, Kathy (INFC) <kathy.morin@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Catalina.Manning@ontario.ca; Ren, Wendy (MOI <Wendy.Ren@ontario.ca>; Matharu, Krishen (INFC) <krishen.matharu@canada.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>; Whitehead, Cam (MOI <Cam.Whitehead@ontario.ca>
Cc: David Kusturin <DKusturin@waterfrontoronto.ca>; Lisa Taylor <LTaylor@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>; Adhish Risbud ██████████@waterfrontoronto.ca> ██████████@waterfrontoronto.ca> ██████████@waterfrontoronto.ca> Sampada Chandane ██████████@waterfrontoronto.ca>
Subject: Revised Port Lands Cash Flows

Hi to all,

Attached is a further revised Port Lands cash flows which reflects timing adjustments to the Provincial and City funding schedule between 2021/22 to 2023/24, relative to the version of the cash flows presented during the ESC meeting on September 18th. Note that changes made are still within the annual funding limits stipulated in the Port Lands Contribution Agreement.

Would appreciate concurrences from all the levels of government if the revised forecast for the Port Lands funding schedule is acceptable.

Please let us know if you have any questions/comments.

Thanks.

Mary Anne

Pichette, Chanelle (INFC)

From: Tara Connor [REDACTED]@waterfronttoronto.ca>
Sent: October 12, 2018 10:59 AM
To: Julie Bowering; Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Kyle Knoeck; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]
 [REDACTED]@trca.on.ca; David Kusturin; Julius Gombos; Meg Davis; Amanda Santo; Mary Scotland; Andrea Broughton; Elaine Hung; Boardroom 18; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; atummillo@createto.ca; Kyle Knoeck; Mira Shenker; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka; mtolensky@trca.on.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; Michael Nobrega; Meggen Janes; PLFP Calendar; Wan, Adela (MOI); Leena Eappen
Cc: Stephen McKenna; Lynda Macdonald; Lou Di Gironimo; Kekanovich, Lynn (MOI)
Subject: Port Lands Executive Steering Committee - Tuesday October 16
Attachments: [REDACTED] PLFP Communications and Public Engagement Update_ESC - Oct 16 2018.pdf; [REDACTED]
 [REDACTED] PLFP Dashboard-Comparative_ESC - Oct 16 2018.pdf; Port Lands ESC Meeting Minutes 18SEPTEMBER2018.docx; ESC Agenda_for Meeting_Oct 16 2018.docx

Good Morning,

In preparation for the Port Lands Executive Steering Committee meeting on **Tuesday October 16**, please find attached agenda and minutes from the previous meeting, as well as the following:

1. [REDACTED]
2. **PLFP Communications and Public Engagement Update**, as per item 3b of the agenda;
3. [REDACTED] and
4. **PLFP Dashboard-Comparative**, as per 4) of the agenda.

Thanks,

tara connor | development planner | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



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**Pages 82 to 104
are withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**Les pages 82 à 104
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

OCTOBER 2018

Port Lands Flood Protection Communications & Public Engagement Strategy 2018-19

Waterfront Toronto

Overview

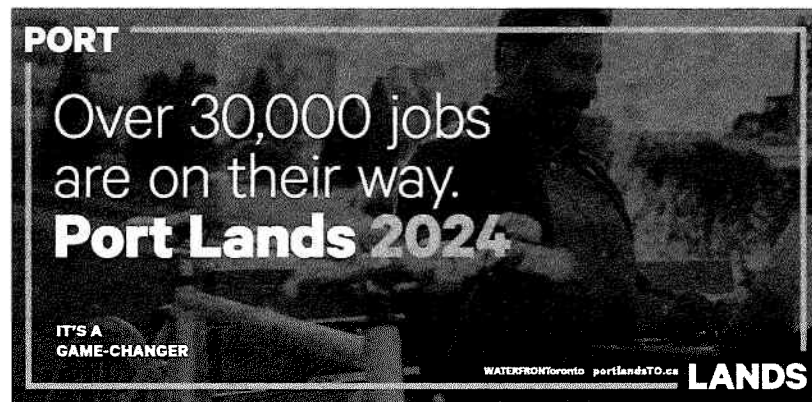
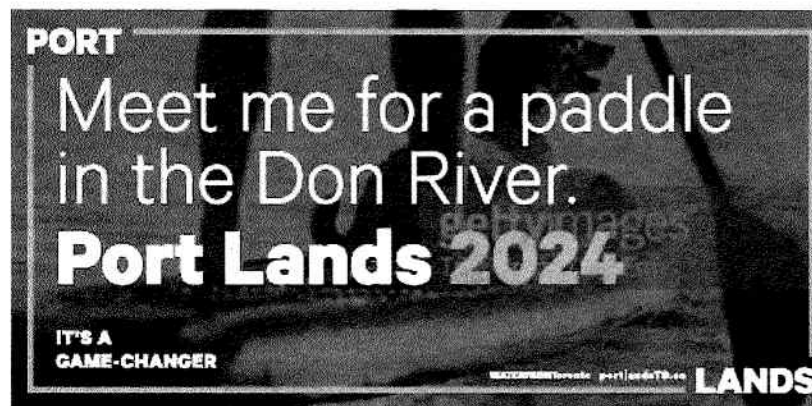
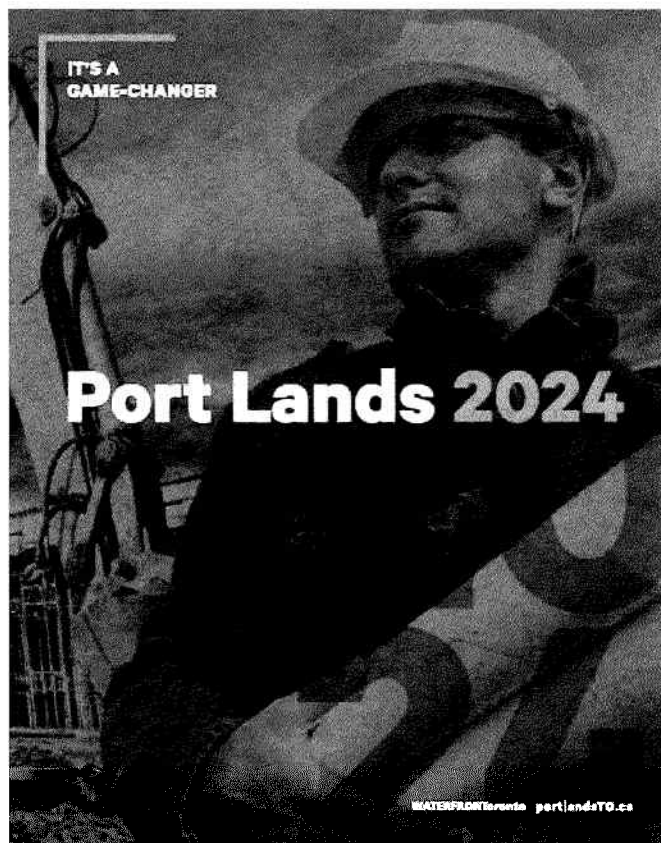
3 Connected Strategies

- Communications Plan
- Project Communications
- Public Consultation

Tools and Tactics

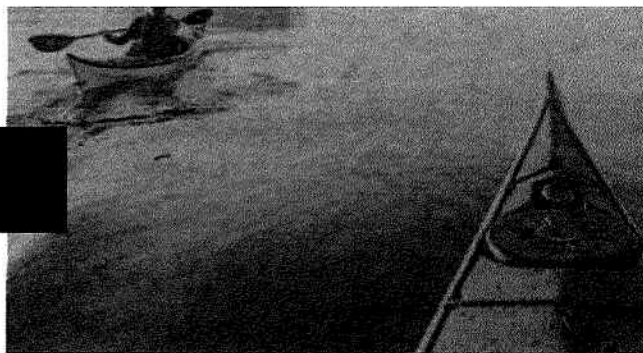
Communications Protocols

Communications Plan



Communications Plan

A new river



**An island
right downtown**



Nature & parks



**More room
to live & work**



Project Communications

Objectives

- Provide timely information
- Build awareness and understanding
- Engage stakeholders in the development of construction management plans
- Coordinate with all Lower Don Capital Projects teams and PLFP partners



Public Consultation

Objectives

- Comply with DMNP EA conditions of approval
- Increased engagement
- Continuous, timely consultation

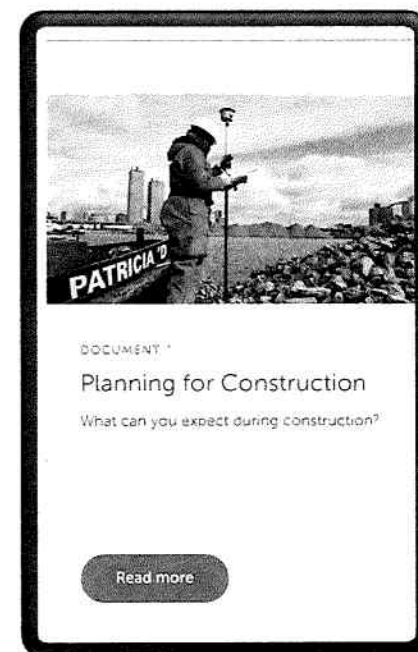
First Nations Engagement

- Fulfill delegated duty to consult
- Build on engagement undertaken through DMNP EA



Digital Tools

- WT newsletter
- Construction notices
- Social media
- Online surveys
- Videos and infographics
- Dedicated project website



In Person Tools

- Signage and hoarding
- Public meetings
- SAC/LUAC/CLC
- Technical briefings
- Informal engagement
- Drop-in centre
- Focus groups
- Walking tours



Communications Protocols

- Internal complaints protocol established with input from City and agency partners
 - Workflow and timelines for addressing complaints and inquiries
 - All complaints and responses are being logged
- Final protocol shared with City departments, MOE, agency and project partners
- Key messages and QAs shared with project partners in advance of public meetings, major construction milestones

**Pages 114 to 119
are withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**Les pages 114 à 119
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

Pichette, Chanelle (INFC)

From: Ann Landry <[REDACTED]@waterfronttoronto.ca>
Sent: October 23, 2018 9:23 AM
To: Nassif, Marie-Pier (INFC); Morin, Kathy (INFC); Coffin, Erin (INFC); Matharu, Krishen (INFC); MacFarlane, Shainah (INFC); Campbell, Deborah (INFC); Hobbs, Joshua (INFC); David Kusturin; Julius Gombos; Edward Chalupka; Lisa Taylor; Sasha Jurak
Cc: Emil Zelic
Subject: Canada-Waterfront Toronto PLFPEI Oversight Committee Meeting #2 - Agenda - October 25, 2018
Attachments: Meeting Agenda - October 25, 2018.docx

Good Morning All

Please find attached the Agenda for this week's PLFPEI Oversight Committee Meeting (Thursday, October 25th) at 10:30am. The Conference information is included on the agenda.

Regards,

Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

**Toronto Waterfront Revitalization Initiative (TWRI)
Canada-Waterfront Toronto Oversight Committee
Port Lands Flood Protection and Enabling Infrastructure Project
Meeting #2**

Chair: The meeting will be chaired by
Emil Zelic

Teleconference Details

Conference ID: [REDACTED]

Toll-free Dial-in number: [REDACTED]

Room: Townhall

**Date: Thursday, October 25, 2018
Time: 10:30am – 12:00noon**

Members: Emil Zelic to Co-Chair (Waterfront Toronto Co-Chair)
Marie-Pier Nassif (Federal Co-chair)

Additional Participants: Kathy Morin (INFC), Erin Coffin (INFC) Krishen Matharu (INFC),
Shainah MacFarlane (INFC), Deborah Campbell (INFC) Joshua Hobbs (INFC), David
Kusturin (WT), Ed Chalupka (WT), Julius Gombos (WT), Lisa Taylor (WT)

AGENDA

Introduction and Welcome to all Members	Chair
Review and Approval of Meeting Notes for the September 21, 2018 Meeting	Members
Progress Reporting Timelines <ul style="list-style-type: none"> • Determine frequency of reporting (quarterly/semi-annually) • Examine PLFP Status Dashboard for content and adequacy of information 	Emil Zelic Sasha Jurak
Claims <ul style="list-style-type: none"> • Waterfront Toronto comments on INFC Claims Templates • Timing of first Waterfront Toronto Claim 	Lisa Taylor Marie-Pier Nassif
PLFP Status	David Kusturin Julius Gombos
Date and Time of Next Meeting	All

Pichette, Chanelle (INFC)

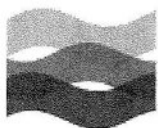
From: Ann Landry [REDACTED]@waterfrontoronto.ca>
Sent: October 24, 2018 12:25 PM
To: Nassif, Marie-Pier (INFC); Morin, Kathy (INFC); Coffin, Erin (INFC); Matharu, Krishen (INFC); MacFarlane, Shainah (INFC); Campbell, Deborah (INFC); Hobbs, Joshua (INFC)
Subject: PLFP Dashboard as of September, 2018
Attachments: PLFP Dashboard_September 2018_Comparative_Oct 17.pdf

Good Morning All,

Please find attached the PLFP Dashboard as of September, 2018 for review at tomorrow's meeting (Item 3 and 5).

Regards,
Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfrontoronto.ca | www.waterfrontoronto.ca



WATERFRONToronto

PLFP Program Dashboard - as of September 30th, 2018

Issued: October 23rd, 2018

PROGRAM SUMMARY

CUMULATIVE STATUS 

BUDGET STATUS 

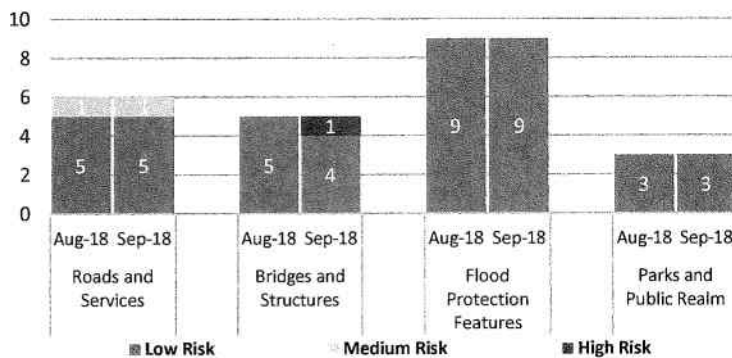
SCHEDULE STATUS 

Q2 2018-19 UPDATE:

Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure program delivery.

PROGRAM RISK STATUS

Program Risk - by Segment

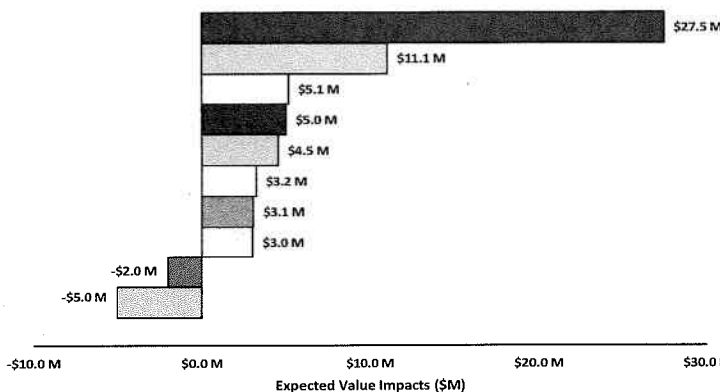


Low Risk	- On Schedule/0-1 months behind schedule - Forecast to complete within approved budget
Medium Risk	- 1-6 months behind schedule - Forecast to complete within 10% of approved budget
High Risk	- 6+ months behind schedule - Forecast to complete more than 10% over approved budget

Project Name	Budget	Schedule
Commissioners St. West to New Cherry St.		
Commissioners St. East to Saulters St.		
Cherry Street Re-alignment		
Don Roadway North		
Hydro One Integration		
Site Wide Municipal Infrastructure		
Roads and Services		
Cherry Keating-Cherry Street Bridge North		
Cherry Polson-Cherry Street Bridge South		
Commissioners Street Bridge		
Old Cherry St Bridge Demolition		
Lakeshore Road & Rail Bridge Modifications		
Bridges and Structures		
River Valley System & Don Greenway		
Keating Channel Modifications		
Polson Slip North Side Naturalization		
Don Roadway Valley Wall Feature		
Eastern Avenue Flood Protection		
Flow Control Weirs		
Sediment and Debris Management Area		
Villiers Island Grading		
Flood Protection Features		
River Park North		
River Park South		
Promontory Park South		
Parks and Public Realm		
Supplemental		

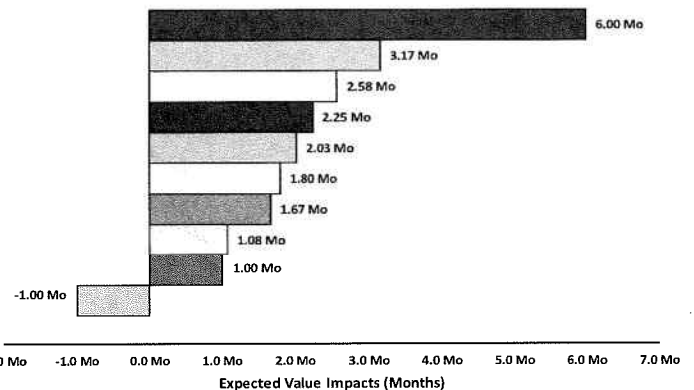
KEY RISKS & IMPACTS

Top Risks Impacting Project Cost
(Based on Preliminary 30% Design)



- CNS 80.06: Gardiner Underpinning
- CNS 70.03: Deep Soil Mixing (DSM)
- CTR 50.01: External Market Forces In Excess of Cost Escalation
- PSP 30.05: TPLC Studio Temporary Accommodation
- DES 10.06: Sediment Management Technology Alternatives
- ENV 30.06: Sediment Management Operations Equipment
- DES 900.04: Risk Aggregate below Threshold
- UTL 20.01: Temporary Utility Relocation to Maintain Access
- STG 20.04: Opp: Optimize Planting Soils
- STG 10.02: Opp: Gardiner Ramp Demolition

Top Risks Impacting Project Schedule
(Based on Preliminary 30% Design)

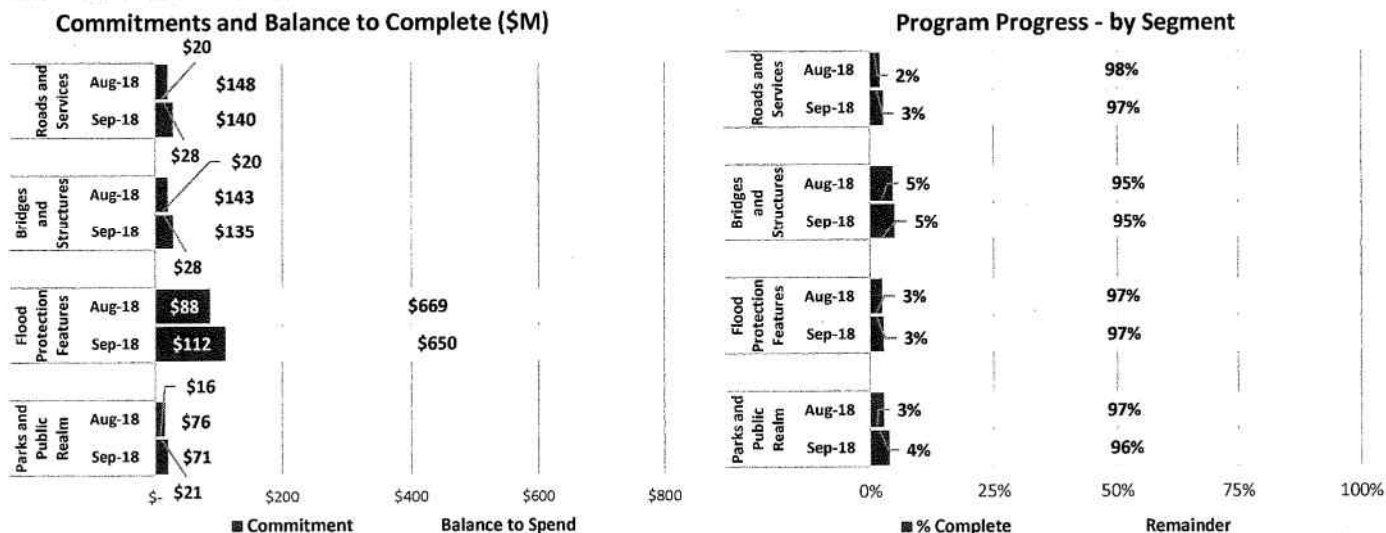


- CTR 900.02: Coordination with Non-Hydro Utilities
- CNS 900.02: Substantial Failure to Establish Plantings
- DES 20.03: Environmental Basis for Cherry St. Design
- DES 900.02: Aggressive Design Schedule
- CNS 900.03: Sub-grade Excavation and Backfill at Polson Slip
- ENV 80.01: De-watering Effluent Discharge
- DES 20.04: TTC Bridge Design Approval
- ENV 50.01: Health & Safety - Worker PPE
- CNS 70.03: Deep Soil Mixing (DSM)
- CNS 30.03: Opp: Fisheries Timing Window Optimization

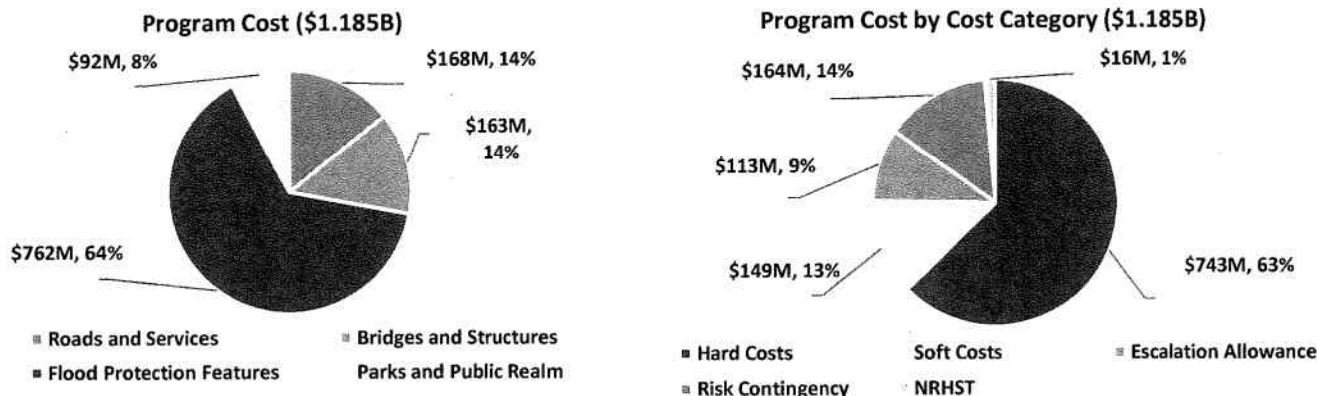
PLFP Program Dashboard - as of September 30th, 2018

Issued: October 23rd, 2018

PROGRAM BUDGET STATUS



PROGRAM BUDGET ALLOCATION



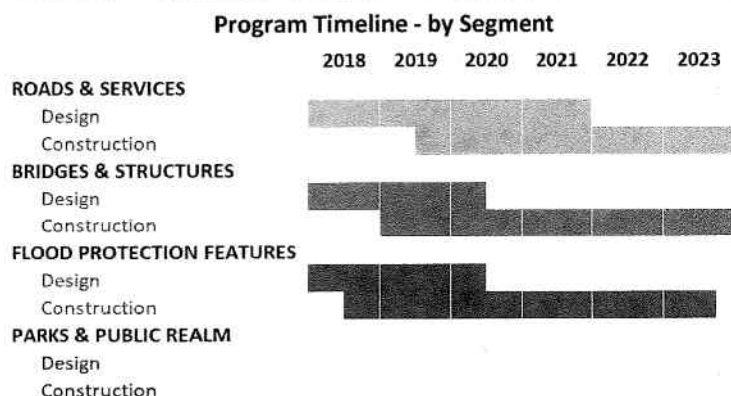
FINANCIAL SUMMARY

Project Name	Approved Budget	Total Commitments	Estimate to Complete	Estimate At Completion	Variance to Budget	Costs Incurred to Date	% Complete to Date
Commissioners St. West to New Cherry St.	\$ 18,000,000.00	\$ 3,891,330.61	\$ 14,108,669.39	\$ 18,000,000.00	\$ -	\$ 492,224.49	3%
Commissioners St. East to Saulter St.	\$ 7,000,000.00	\$ 1,114,305.96	\$ 5,885,694.04	\$ 7,000,000.00	\$ -	\$ 212,985.45	3%
Cherry Street Re-alignment (North & South of Keating)	\$ 22,000,000.00	\$ 7,054,302.99	\$ 14,945,697.01	\$ 22,000,000.00	\$ -	\$ 1,423,718.26	6%
Don Roadway North	\$ 7,000,000.00	\$ 1,883,902.86	\$ 5,116,097.14	\$ 7,000,000.00	\$ -	\$ 342,230.58	5%
Hydro One Integration	\$ 12,000,000.00	\$ 1,831,324.44	\$ 10,168,675.56	\$ 12,000,000.00	\$ -	\$ 219,718.68	2%
Site Wide Municipal Infrastructure	\$ 102,000,000.00	\$ 12,648,733.43	\$ 89,351,266.57	\$ 102,000,000.00	\$ -	\$ 2,013,367.91	2%
Cherry Keating-Cherry Street Bridge North	\$ 55,000,000.00	\$ 7,669,109.53	\$ 47,330,890.47	\$ 55,000,000.00	\$ -	\$ 2,221,807.92	4%
Cherry Polson-Cherry Street Bridge South	\$ 42,000,000.00	\$ 9,062,071.47	\$ 32,937,928.53	\$ 42,000,000.00	\$ -	\$ 2,992,780.48	7%
Commissioners Street Bridge/Don Roadway	\$ 43,000,000.00	\$ 7,682,966.52	\$ 35,317,033.48	\$ 43,000,000.00	\$ -	\$ 2,095,698.20	5%
Lakeshore Road & Rail Bridge Modifications	\$ 19,000,000.00	\$ 3,502,867.78	\$ 15,497,132.22	\$ 19,000,000.00	\$ -	\$ 784,087.76	4%
Old Cherry St. Bridge Demolition	\$ 4,000,000.00	\$ 488,843.35	\$ 3,511,156.65	\$ 4,000,000.00	\$ -	\$ 98,077.17	2%
River Valley System & Don Greenway	\$ 486,000,000.00	\$ 84,745,618.19	\$ 401,254,381.81	\$ 486,000,000.00	\$ -	\$ 15,908,642.63	3%
Keating Channel Modifications	\$ 35,000,000.00	\$ 3,040,228.96	\$ 31,959,771.04	\$ 35,000,000.00	\$ -	\$ 568,093.84	2%
Polson Slip North Side Naturalization	\$ 60,000,000.00	\$ 8,589,915.31	\$ 51,410,084.69	\$ 60,000,000.00	\$ -	\$ 1,393,061.34	2%
Don Roadway Valley Wall Feature	\$ 27,000,000.00	\$ 3,862,448.18	\$ 23,137,551.82	\$ 27,000,000.00	\$ -	\$ 755,051.70	3%
Eastern Avenue Flood Protection	\$ 5,000,000.00	\$ 630,220.29	\$ 4,369,779.71	\$ 5,000,000.00	\$ -	\$ 134,734.27	3%
East Harbour Flood Protection	\$ 5,000,000.00	\$ -	\$ 5,000,000.00	\$ 5,000,000.00	\$ -	\$ -	0%
Flow Control Weirs	\$ 38,000,000.00	\$ 3,251,724.64	\$ 34,748,275.36	\$ 38,000,000.00	\$ -	\$ 526,398.53	1%
Sediment and Debris Management Area	\$ 78,000,000.00	\$ 7,884,382.25	\$ 70,115,617.75	\$ 78,000,000.00	\$ -	\$ 1,422,043.92	2%
Villiers Island Grading	\$ 28,000,000.00	\$ 2,050,524.80	\$ 25,949,475.20	\$ 28,000,000.00	\$ -	\$ 480,624.07	2%
River Park North	\$ 23,000,000.00	\$ 5,527,449.99	\$ 17,472,550.01	\$ 23,000,000.00	\$ -	\$ 1,005,895.45	4%
River Park South	\$ 27,000,000.00	\$ 5,721,881.40	\$ 21,278,118.60	\$ 27,000,000.00	\$ -	\$ 988,669.82	4%
Promontory Park South	\$ 42,000,000.00	\$ 9,524,174.02	\$ 32,475,825.98	\$ 42,000,000.00	\$ -	\$ 1,625,245.15	4%
Cumulative	\$ 1,185,000,000.00	\$ 191,658,326.96	\$ 993,341,673.04	\$ 1,185,000,000.00	\$ -	\$ 37,705,157.61	3%

PLFP Program Dashboard - as of September 30th, 2018

Issued: October 23rd, 2018

PROGRAM SCHEDULE STATUS



Key Communications Milestones 2018-2019

Groundbreaking	December-18
Cherry Street Bridge North Begins	January-19
Public Meeting #3	March-19
Drop-In Centre Reopens	April-19
Excavation Begins	February-19
Commissioners Bridge Construction Start	August-19

PROGRAM PROGRESS - KEY TASKS

Key Tasks	September	October	November to January	February to April
<div> <div></div> To be Secured <div></div> Delayed From Last Report </div>				
Permits/Design Approvals to be Secured				
MOECP: Permit to Take Water (PTTW) - North of Keating Channel		✓		
TRCA: Permit (Cherry St Bridge N)			✓	
Transport Canada: Approval under Navigable Water Act - Bridges			✓	
MOECP: Approval of Excess Soil Management Plan			✓	
COT: Demolition Permit for Existing Buildings			✓	
MOECP: Environmental Compliance Approval for Soil Treatment			✓	
COT: Demolition Permit for Old Cherry St Bridge				✓
Ports Toronto: Harbour Master Authorization for Cherry St N Bridge and Demolition				✓
COT/ECS: Approval of 30% Roads Design		✓		
COT: Approval of 30% Bridges Design			✓	
Toronto Hydro: Approval of Street Lighting on Bridges			✓	
TRCA: Approval of Flood Model			✓	
TTC: Approval of Bridges Design				✓
Contracts to be Secured				
River Valley Area Laboratory and Testing			✓	
Don Greenway, Cherry St. North and Promontory Park: Pre Construction Surveys			✓	
Cherry St. Bridge North - Deep Foundation			✓	
Bridge Steel Structure Fabrication & Erection			✓	
River Valley System Soil Mixing and Sheet Piling & Dock Wall			✓	
Cherry St North Construction			✓	
Promontory Parks Earthworks			✓	
Parks Playgrounds Design and Fabrication			✓	
Cherry St Soil Improvement				✓
Sitewide Excavation & Soil Management				✓
River Valley Planting Soil				✓
Bridges: Substructure & Finishes				✓
Design Phase Status				
Cherry St. Realignment		60% Design	100% Design	
Lakeshore Bridge & Rail Modifications		Concept Design		30% Design
Bridges: North, South, Demo, Commissioners		60% Design	90% Design	100% Design
Sitewide Municipal Infrastructure			30% Design	
River Valley System & Don Greenway			D&SP 100% Design	DSM & Exc. 100% Design
Polson Slip Naturalization			D&SP 100% Design	DSM & Exc. 100% Design
Don Roadway Valley Wall Feature			D&SP 100% Design	
Parks: Promontory South and River North			D&SP 100% Design	Rough Grading 100% Design
River Park South			D&SP 100% Design	
Hydro One Integration			Concept Design	
30% Update Component Budget to be Confirmed			✓	
Construction Completion				
River Valley System: East & West Cell - Demolition & Site Preparation		✓		
River Valley System: Mobilization of Soil Mixing Rigs				✓

D&SP = Demolition & Site Preparation, DSM = Deep Soil Mixing, Exc. = Excavation

SITE PHOTOS

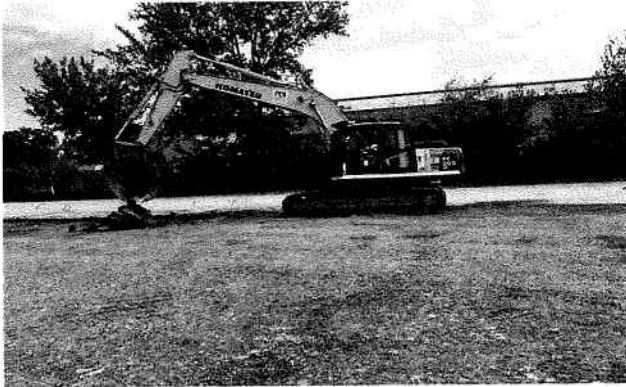


Figure 1
Stripping concrete around rails



Figure 2
Rail removal



Figure 3
Asphalt stripping at south end of 51 Commissioners St

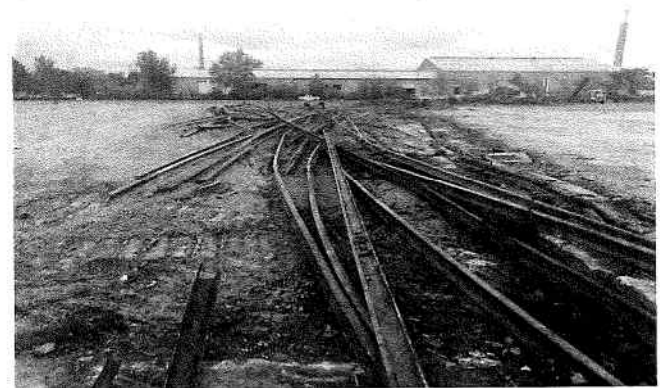


Figure 4
Beginning of rail collection

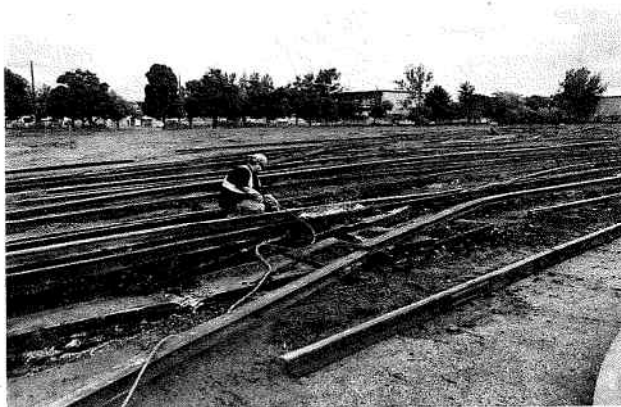


Figure 5
Rail cutting

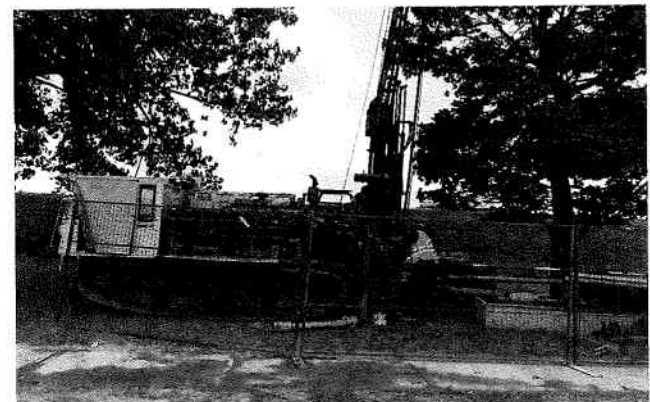


Figure 6
GHD drilling borehole along Commissioners St

Pichette, Chanelle (INFC)

From: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Sent: October 24, 2018 4:48 PM
To: Coffin, Erin (INFC)
Cc: Nassif, Marie-Pier (INFC); MacFarlane, Shainah (INFC)
Subject: RE: Waterfront Terms of Reference
Attachments: OC_Terms_of_Reference_WT_INFC_executedWT.pdf

Hello Ms. Coffin,
 I hope this email finds you well.

Please find the attached and signed ToR.

Thank you

emil zelic | executive director Program Management Office & Information Technology | **Waterfront Toronto** | 1310-20 bay street |
 toronto ON M5J 2N8 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

From: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Sent: October 24, 2018 9:07 AM
To: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Cc: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>
Subject: Waterfront Terms of Reference

Good afternoon Mr Zelic,

Please see the attached Terms of Reference for the Portlands Oversight Committee.

Marie-Pier has signed them.

If you would be so kind to sign them as well and scan and send us a copy, it would be muchly appreciated.

Thank you, in advance, for your time on this matter.

Sincerely,
 Erin

Erin Coffin

Senior Program Analyst, Program Operations
 Infrastructure Canada | Government of Canada
erin.coffin@canada.ca | Tel.: 613-948-9405

Oversight Committee Terms of Reference

The Port Lands Flood Protection and Enabling Infrastructure Project

Toronto Waterfront Revitalization Initiative

Approved: 09/20/2018

*Oversight Committee Terms of Reference
TWRI*

Introduction

The key role of the Oversight Committee (OC) is to ensure that the Port Lands Flood Protection and Enabling Infrastructure Project (the "Project") is being implemented in accordance with the "The Port Lands Flood Protection and Enabling Infrastructure Project Tri-government Agreement" (CA) entered into between HER MAJESTY THE QUEEN IN RIGHT OF CANADA, represented by the Minister of Infrastructure and Communities (herein referred to as "INFC"), HER MAJESTY THE QUEEN, in right of the Province of Ontario, represented by the Minister of Infrastructure (herein referred to as "Ontario"); the CITY OF TORONTO represented by the Deputy City Manager, Cluster B (herein referred to as the "City") and the Toronto Waterfront Revitalization Corporation (herein referred to as "The Recipient").

This document will present guidelines that are designed to provide the OC members with a description of their roles and responsibilities.

The guidelines will serve to clarify key elements and principles of the CA, and to ensure that management of the CA meets legal and policy requirements of the CA. In addition, the guidelines set out administrative practices for operation of the OC.

Interpretation

Any capitalized terms used herein without definition shall have the meaning assigned to it under the CA.

1.0 Roles and Responsibilities of Canada and the Recipient

The CA will be managed in collaboration between INFC, Ontario, Toronto and the Recipient. For the purposes of the OC, only INFC and the Recipient will be a party. The role of each party is described below.

1.1 Infrastructure Canada (INFC)

The Minister of Infrastructure and Communities is responsible for the overall management of federal infrastructure programs. Day-to-day responsibilities are carried out on the Minister's behalf by INFC staff. As the official spokesperson for federal infrastructure programs, the Minister provides information to Parliament and responds to inquiries from the public and media. The Minister is also responsible for signing the CA and its amendments.

INFC provides advice and support to the Minister of Infrastructure and Communities. The department's principal roles in infrastructure projects are to review proposals for infrastructure projects to ensure they are financially and environmentally sound; make a financial contribution to such projects; account for the proper expenditure of its contribution; communicate with stakeholders, including

Parliament and the public; and oversee the implementation of the CA. It is responsible for informing the Minister of any risks associated with the project that cannot be resolved by the OC (e.g. major scope changes to the project, etc.) and to making recommendations to the Minister, as required.

In terms of CA implementation, INFC will act as the Federal Co-chair of the OC. INFC makes payments to the Recipient and monitors progress, to support transparency and reflect due diligence.

1.2 Recipient

The Recipient will be responsible for complete, diligent and timely Project implementation, in accordance with the cost provisions and to all other terms of the CA.

The Recipient will assume full responsibility for the operation, maintenance and repair of the infrastructure investment that is the subject of the CA.

2.0 Oversight Committee (OC)

The OC's main role is to ensure that the terms and conditions (and other affiliated documents) set out in the CA are satisfied.

In order to meet its obligations and accountabilities, the OC must implement the necessary governance structure, outlined in Section 2.1 of these guidelines, and perform the tasks that are required to:

- Ensure that all the obligations inherent to the CA are met by all parties;
- Inform and be informed in a timely manner on all aspects that may impact the Project's objectives (scope, time, budget); and
- Have discussions and make recommendations and see to their implementation and follow-up.

The OC's key duties in relation to Canada's contribution to the Project are:

- a) monitor the progress and the payment for the Project;
- b) act as a forum to resolve potential issues and address concerns;
- c) monitor compliance with the terms and conditions related to INFC's contribution to the Project;
- d) review and as necessary, recommend to the Parties amendments to the CA; and
- e) attend to any other function required by the CA in relation to Canada's

Oversight Committee Terms of Reference
TWRI

contribution to the Project, or as mutually agreed to by the Recipient and Canada.

The OC will continue to operate until the Recipient meets all of the project closure requirements outlined in the CA, including any audits, reports and final adjustments.

Note: All information submitted to Canada through the OC is subject to the *Access to Information Act* and the *Privacy Act*.

2.1 Structure

i) OC membership comprises the following:

Co-chairs

- INFC representative
- Recipient representative

Members

- Federal representative
- Recipient representative

Other participants

- Other attendees as requested by the OC Co-chairs. Participation of additional attendees should be approved by both Co-chairs.

The Federal Co-chair and Federal Member are appointed by INFC and announced by letter or by email. Should INFC need to change the appointments, new nominations will be secured and announced by letter or email to the Recipient Co-Chair.

Nomination for these appointments will be provided to the Federal Co-chair by letter or by email before the first official meeting of the OC. Should the Recipient need to change the appointments, new nominations will be secured and provided to INFC.

2.2 Alternates

Co-chairs and Members of the OC may authorize, before a meeting, by letter or by e-mail, an alternate to attend an OC meeting on the behalf of an absent Co-chair or member. A written record of the appointment of the alternate shall be retained in the project files (by means of a note in the meeting minutes, a letter, or e-mail). No party shall be represented by more than one alternate at any single OC meeting.

2.3 Meetings

INFC, in consultation with the Recipient, will meet as required but at a minimum every quarter.

a) Notice

The Co-chairs will ensure sufficient notice of upcoming meetings is given to all members.

b) Quorum

The quorum for any meeting must include the Federal Co-chair and Recipient Co-chair or their alternates.

c) Request for Meeting

Meetings of the OC may be called at any time by the Co-chairs as required.

d) Location of Meetings

Unless mutually agreed in advance, the Co-chairs will use their discretion to determine meeting locations. Meetings may be held by teleconference or in person.

e) Agenda

Both Co-chairs must agree on the agenda for all meetings in advance. The agenda will be issued to OC Members by one of the members.

f) Chair

The meetings will be chaired by the Federal Co-chair and by the Recipient Co-chair, on an alternating basis.

g) Recommendations

Recommendations of the OC must be unanimous and recorded in the minutes of the meeting.

Recommendations will be confirmed in the official minutes that will follow. In the event that a recommendation of the OC is in doubt, pending publication of the official minutes, confirmation should be solicited from the Co-chairs.

Should a resolution on an issue be required prior to the next OC meeting and it does not prove possible to convene a meeting either by teleconference or in person, email approval of recommendations will be accepted. If a subsequent OC meeting is held, the recommendation should then be recorded in the minutes.

h) Dispute Resolution

In circumstances where an issue cannot be resolved at the OC level in accordance with relevant section of the CA, the Co-chairs will escalated the issue to Senior Officials.

i) Minutes

The Federal Co-chair and Recipient Co-chair are responsible for ensuring minutes are drafted for each OC meeting. Once drafted, minutes will be signed by the Co-chairs and presented at the next meeting so they become official.

3.0 Project Monitoring

A key role of the OC is to oversee the CA and ensure that the Project complies with the terms and conditions of the CA.

The following activities may be reported by the Recipient and monitored by the OC:

- Status of tendering of contracts;
- Project component and/or milestones, their descriptions and timelines;
- Implementation of the project is in accordance with the terms and conditions of the Duty to Consult (DTC), Environmental Assessment (EA), and other provincial, territorial or federal environmental permits, licenses and approvals;
- Actual project costs and INFC's contributions compared to approved annual budget;
- Communications Activities;
- Recipient Progress Reports;
- Audits;
- Ensure implementation of audit recommendations are completed;
- Project risks;
- Review of the reporting schedule, and
- Other special conditions as listed in the CA.

3.1 Risk Management

The OC should review the project risks and related mitigation measures identified in the Recipient Progress Report during the OC meetings.

3.2 Site Visits

INFC and Recipient officials may take part in site visits from time to time to determine the following:

- That the Project is being constructed as described in the CA;
- That any changes to the Project are being implemented in accordance with the CA;
- That the observed progress on the Project is consistent with the claims for payment which have been submitted to INFC;
- That signage is consistent with the Communications Protocol contained in the CA.

4.0 Change Approval Process

a) Changes to the Project

The Recipient will inform Canada promptly of any changes to the Project. The Recipient agrees that any changes to the Project will require Canada's consent, which may be subject to terms and conditions, and a corresponding amendment to the CA.

b) Changes to Schedule B.2 (Project Cash Flow)

Schedule B.2 (Project Cash Flow) of the CA should evolve with the life of the Project and be updated at least once a year. When there is a change to Schedule B.2 (Project Cash Flow), INFC will do its best to accommodate the Recipient.

5.0 Reports

The Recipient must submit the Progress Reports and the Project Summary Reports as per Section 6.1 of the CA.

6.0 Audit Plan

If an audit plan is required, it will be discussed at the first OC meeting.

The Audit Plan will include timelines for submission of the audits required and audit follow-up reports. The Recipient will provide the OC with the findings of all audits. If an audit recommends the Recipient to undertake any follow-up actions, this report will outline what the Recipient has undertaken to address the audit's recommendations and results.

The OC will ensure that all required audits, as outlined in the Audit Plan and the CA, are completed and that any concerns identified in the audits are addressed.

7.0 Payment Process

In general, the Co-chairs of the OC are responsible for administering the CA for the project. Therefore, they are responsible for ensuring the accuracy of financial data, particularly with respect to ensuring that project costs are eligible and reasonable and providing timely and accurate information pertaining to the project's cash flow and budget (forecasting potential cost-overruns or future budget issues). The OC should be informed of any concerns regarding the payment process.

INFC will validate the progress claim, ensure that the following conditions are satisfied and arrange for payment:

- The claim is for Eligible Expenditures that are incurred and paid as defined in Schedule A (Eligible and Ineligible Expenditures)

Oversight Committee Terms of Reference
TWRI

- a breakdown of Eligible Expenditures of INFC claimed by Project component in accordance with Schedule B.2 (Project Cash Flow) and Schedule B.3 (Project Cost Breakdown) of the CA;
- Payments are limited to Eligible Expenditures incurred by the Recipient after the date of cost eligibility indicated to the Recipient by the Minister and before the Project Closure Date;
- The claim is in accordance with the approved Schedule B (Project Description) of the CA and a revised Schedule B (Project Description) has been submitted, if necessary;
- The claim is consistent with the description provided in the Progress Report and progress observed through site visits where appropriate;
- The claim is supported by appropriate invoices and/or justification documents;
- The Progress Reports have been received on time and approved by INFC;
- The amounts claimed do not exceed the Eligible Expenditures for the Project; and,
- There are no other reasons that prohibit payment as per the CA.

Should any of the conditions listed above not be satisfied, INFC and the Recipient will undertake any necessary action (e.g. provide additional information or justification) to attempt to resolve any issues regarding payments. To facilitate the claims process for the Recipient, INFC will provide a guide to submitting claims that outlines all requirements for having claims approved in a timely manner. Upon request, INFC can set up one-on-one training on the claims process and tools.

8.0 Environmental Management/Duty to Consult

The Recipient will be informed by INFC through a letter of any federal requirements under the *Canadian Environmental Assessment Act, 2012* (CEAA 2012) or if there is a duty to consult with and accommodate Aboriginal groups. This letter will be issued by the Aboriginal Consultation and Environmental Services of INFC shortly after the Minister's approval of the project. Federal EA requirements include projects designated under the *Regulations Designating Physical Activities* of CEAA, 2012, for which an EA would be required, or more commonly, projects on federal lands that require an Environmental Effects Evaluation under s.67 of CEAA, 2012.

INFC will monitor the progress of any outstanding consultation or accommodation activities with Aboriginal groups and CEAA 2012 requirements. If applicable (as stated in the letter outlining CEAA 2012 and AC requirements), INFC will request evidence that CEAA, 2012 requirements have been met and evidence of Indigenous consultation and accommodation activities have occurred. If the DTC has been addressed by another Federal/Provincial department in the context of issuing a permit/license/authorization etc. The Recipient will ensure that construction does not begin prior to written confirmation from INFC these requirements have been met.

If there are no formal requirements, INFC and the Recipient will bring to the attention of the OC any environmental issues or issues raised by Aboriginal groups that could interfere with or delay the implementation of the project and, as appropriate, will work together to assist in the resolution of these issues.

9.0 Joint Communications

The Recipient and INFC shall ensure to follow the communication requirements as outlined in Schedule H (Communication Protocol) of the CA.

9.1 Communications with the Public

The OC is responsible for ensuring that all communications related to Project provide for equal recognition of all funding partners. This applies to signs on the Project site and any public announcements related to the Project. In addition, any joint public information must be in both official languages and must comply with the CA signed by INFC and the Recipient.

The Recipient and INFC should provide the OC with advance notice of planned Joint Communication events.

10.0 Project Closure

Once the Project is complete, all relevant information has been received from the Recipient, and all outstanding items have been dealt with, the Project can be closed. The OC's involvement in the closure stage will last as long as it is needed. INFC will provide a project closure guide to be followed by all parties.

Oversight Committee Disbandment

When all closure duties and deliverables have been completed, the OC can be disbanded. This can take place by e-mail, letter or by teleconference by the OC Co-chairs. After the OC's disbandment, the Recipient is responsible for the long-term monitoring of the Project, including possible plans regarding the disposal of its assets, in accordance with the surviving clauses of the CA, and the fulfillment of any other applicable surviving clauses.

SIGNATURES

The Parties have agreed to the Terms of Reference of the Oversight Committee as signed by the authorized representatives on the date stated opposite each respective Party's signature.

INFRASTRUCTURE CANADA

Date: Oct. 15, 2018



Marie-Pier Nassif
Director, Program Operations Branch
Infrastructure Canada

WATERFRONT TORONTO

Date: Oct. 24, 2018



Emil Zelje
Senior Director, Programs Management
Waterfront Toronto

Oversight Committee Terms of Reference
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APPENDIX A - Agenda Items for OC Meetings

The following are suggested agenda items for the OC meetings. Although all of the items will not be addressed at each OC meeting, they should all be addressed at some point during the OC's life.

First Meeting	Every Meeting	Meetings as required	Project Closure (if required)
<ul style="list-style-type: none"> • Terms and conditions of the CA • Claims procedure and service standard (required) • Audit Plan • Contracting • Risk Management • Oversight Committee Guidelines 	<ul style="list-style-type: none"> • Note taker • Alternates attending and/or voting on member's behalf (if applicable) • Approval of OC minutes • Progress Reports: <ul style="list-style-type: none"> ○ Update on project status, completed activities and components and/or milestones. ○ Project schedule and any variances. ○ Schedule B.2 (Project Cash Flow) and cash flow forecast ○ Critical issues / decisions pending or implementation of risk management plan. ○ Environmental issues and compliance. • Claims Report • Risk Monitoring • Communications 	<ul style="list-style-type: none"> • Financial Audit • Progress Report • Audit Plan • Communication Plan and activities • Compliance Audit • Plan to address audit recommendations • Project scope modifications • Report on implementation of audit recommendations • Site inspections and reports 	<ul style="list-style-type: none"> • Final claims • Declaration of Completion Form • Project closure • Program evaluation • Oversight Committee Disbandment

Oversight Committee Terms of Reference
TWRI

Pichette, Chanelle (INFC)

From: Ann Landry [REDACTED]@waterfronttoronto.ca>
Sent: October 26, 2018 4:31 PM
To: Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); Hobbs, Joshua (INFC); MacFarlane, Shainah (INFC)
Subject: PLFPEI Oversight Committee Meetings - 2019

Happy Friday Everyone,

As per our meeting yesterday, I've looked at the 2019 Calendar and would like to propose the following meeting dates for 2019:

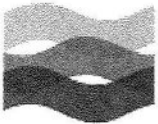
Thursday, February 20th – 2:00pm – 3:30pm
Thursday, May 15th – 2:00pm – 3:30pm
Thursday, August 15th – 3:00pm – 4:30pm
Thursday, November 21st – 3:00pm – 4:30pm

Please let me know if the dates work for you – at least at the present time.

Regards,

Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

Coffin, Erin (INFC)

From: Coffin, Erin (INFC)
Sent: November 6, 2018 10:24 AM
To: MacFarlane, Shainah (INFC)
Subject: FW: draft CSLF dashboard

fyi

-----Original Message-----

From: Sasha Jurak [mailto:████████@waterfrontoronto.ca]
 Sent: November 6, 2018 9:33 AM
 To: Coffin, Erin (INFC) <erin.coffin@canada.ca>
 Cc: Ann Landry [mailto:████████@waterfrontoronto.ca]
 Subject: RE: draft CSLF dashboard

Hi Erin, it's \$48M as of Sept 30.
 Sasha

-----Original Message-----

From: Coffin, Erin (INFC) <erin.coffin@canada.ca>
 Sent: Tuesday, November 6, 2018 9:26 AM
 To: Sasha Jurak [mailto:████████@waterfrontoronto.ca]
 Cc: Ann Landry [mailto:████████@waterfrontoronto.ca]
 Subject: RE: draft CSLF dashboard

Sasha,

Can you please tell me what the spending is on the Portlands at present? In July it was about \$30.6M.

Thanks,
 Erin

-----Original Message-----

From: Sasha Jurak [mailto:████████@waterfrontoronto.ca]
 Sent: November 6, 2018 7:28 AM
 To: Coffin, Erin (INFC) <erin.coffin@canada.ca>
 Cc: Ann Landry [mailto:████████@waterfrontoronto.ca]
 Subject: Re: draft CSLF dashboard

Hi Erin, I will send you both dashboards today. Port Lands dashboard is pretty much the same as the one that was reviewed at the oversight committee meeting. There are some minor revisions in the financial section. Please give me a call if you have any questions.
 Sasha

Sent from my iPhone

> On Nov 5, 2018, at 4:44 PM, Coffin, Erin (INFC) <erin.coffin@canada.ca> wrote:
 >
 > Thank you for this Ann.

>

> Sasha, Can you please send me a new version as soon as you have it ready so I can include it in the debrief with my DM tomorrow? Also, do you have one for Portlands, or is the new dashboard the OC reviewed the one and only? I need to update details from the last dashboard for the last meeting and I do not know where some items are at.

>

> Thanks,

> Erin

>

> From: Ann Landry [mailto:████████@waterfrontoronto.ca]

> Sent: November 5, 2018 3:27 PM

> To: Coffin, Erin (INFC) <erin.coffin@canada.ca>

> Subject: FW: draft CSLF dashboard

>

> Hi Erin, here is a draft Cherry Street monthly Dashboard. As Sasha mentions in his email below, the attached draft will be updated tomorrow prior to submission to IGSC.

>

> Thanks

> Ann

>

> From: Sasha Jurak ██████████@waterfrontoronto.ca<mailto:████████@waterfrontoronto.ca>>

> Sent: Monday, November 5, 2018 3:23 PM

> To: Ann Landry <████████@waterfrontoronto.ca<mailto:████████@waterfrontoronto.ca>>

> Subject: draft CSLF dashboard

>

> Ann, please see the attached draft CSLF dashboard. Financial summary will be updated tomorrow prior to submission to IGSC.

>

> Sasha

>

> sasha jurak | director, program and cost management | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 | ██████████@waterfrontoronto.ca<mailto:████████@waterfrontoronto.ca> | www.waterfrontoronto.ca<<http://www.waterfrontoronto.ca>>

> [cid:image001.png@01D47515.3BBEF3C0]<<http://www.waterfrontoronto.ca/>>

>

>

> <image001.png>

> <2018 09 30 Cherry Street Lake Filling Dashboard Report.pdf>

Pichette, Chanelle (INFC)

From: Sasha Jurak [REDACTED]@waterfrontoronto.ca>
Sent: November 6, 2018 1:47 PM
To: MacFarlane, Shainah (INFC)
Cc: Coffin, Erin (INFC); Edward Chalupka
Subject: RE: WT PLFP Detailed Dashboard

Hi Shaina, we are still revising the dashboards. Ed will be able to send them before the end of day.

Sasha

From: MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>
Sent: Tuesday, November 6, 2018 12:41 PM
To: Sasha Jurak [REDACTED]@waterfrontoronto.ca>
Cc: Coffin, Erin (INFC) <erin.coffin@canada.ca>
Subject: WT PLFP Detailed Dashboard

Hi Sasha,

I believe Erin emailed you earlier to see if you would be able to send the more detailed dashboard for PLFP. I was wondering if you had made any headway on this, as we would greatly appreciate it!

Best,

Shainah MacFarlane

Pichette, Chanelle (INFC)

From: Nassif, Marie-Pier (INFC)
Sent: November 6, 2018 5:44 PM
To: Edward Chalupka
Subject: Re: DMNP EA - Documentation

Yes!

Sent from my iPhone

On Nov 6, 2018, at 5:40 PM, Edward Chalupka [REDACTED]@waterfrontoronto.ca> wrote:

Am free now. U still around ?

Get [Outlook for Android](#)

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Tuesday, November 6, 2018 5:09:59 PM
To: Edward Chalupka
Subject: RE: DMNP EA - Documentation

I would be free in approx. 15-20min if you will still be around?

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: November 6, 2018 5:02 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: RE: DMNP EA - Documentation

[REDACTED] Have time in about 15 mins if you are free.

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Tuesday, November 6, 2018 1:26 PM
To: Edward Chalupka [REDACTED]@waterfrontoronto.ca>
Subject: RE: DMNP EA - Documentation

Hi Ed,

Would you have 5-10min this afternoon for a brief touch base? Before I reach out to TC, I would like to ask you a couple of questions on the Cherry St. bridge issue.

Many thanks,
 Marie-Pier

From: Edward Chalupka [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: October 30, 2018 4:59 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Simon Karam <SKaram@waterfrontoronto.ca>
Subject: FW: DMNP EA - Documentation

Marie-Pier –

Good to connect and as mentioned this is the draft version of the letter we plan on sending to Transport Canada later this week – it is obviously still subject to further revisions and edits on our end.

I will ensure that you are copied on the final version that is distributed,

In the meantime if you have any further questions don't hesitate to contact me.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 |
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca

<image001.png>

Pichette, Chanelle (INFC)

Subject: FW: Conference Call - Long Term Plan Documents Walk Through
Location: Conference Call
Start: Wed 2018-11-07 11:00 AM
End: Wed 2018-11-07 12:00 PM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: Mary Anne Santos

You did receive this invitation, correct? Are you guys going to call in? [REDACTED]

Thanks,
MP

-----Original Appointment-----

From: Mary Anne Santos [mailto:[REDACTED]@waterfrontoronto.ca]

Sent: November 6, 2018 11:14 AM

To: Mary Anne Santos; Mike Yu; Brett Howell; Whitehead, Cam (MOI); James, Andre (MOI); Soler, Roger (INFC); MacFarlane, Shainah (INFC); Coffin, Erin (INFC); Nassif, Marie-Pier (INFC)

Subject: Conference Call - Long Term Plan Documents Walk Through

When: November 7, 2018 11:00 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Conference Call

Hi to all,

As per earlier email, conference call is to walk through the governments on the Long Term Plan documents sent yesterday.

Conference call details as follows:

- Participants call [REDACTED]
- Enter the conference number [REDACTED]

Thanks.

Mary Anne

Pichette, Chanelle (INFC)

From: Ann Landry <[REDACTED]@waterfronttoronto.ca>
Sent: November 13, 2018 11:40 AM
To: Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); Matharu, Krishen (NRCAN/RNCAN); Hobbs, Joshua (INFC); MacFarlane, Shainah (INFC)
Cc: Emil Zelic; Julius Gombos; David Kusturin; Edward Chalupka
Subject: Meeting Notes - October 25, 2018
Attachments: Meeting Notes - October 25, 2018.docx

Good Morning All:

Please find attached the Notes from our last meeting on October 25th which will be tabled and reviewed at our next meeting.

Regards,
Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

**Toronto Waterfront Revitalization Initiative (TWRI)
Canada-Waterfront Toronto Oversight Committee
Port Lands Flood Protection and Enabling Infrastructure Project
Meeting #2**

Chair: The meeting was chaired by
Emil Zelic

Teleconference Details

Conference ID: [REDACTED]

Toll-free Dial-in number: [REDACTED]

Room: Townhall

Date: Thursday, October 25, 2018

Time: 10:30am – 12:00noon

Members: Emil Zelic (Waterfront Toronto Co-Chair)
Marie-Pier Nassif (Federal Co-chair)

Additional Participants: Erin Coffin (INFC) Krishen Matharu (INFC), Shainah MacFarlane (INFC), Joshua Hobbs (INFC), David Kusturin (WT), Julius Gombos (WT), Lisa Taylor (WT)

AGENDA

Introduction and Welcome to all Members

Chair

Review and Approval of Meeting Notes for the September 21, 2018 Meeting

- Meeting Notes approved.
- Action Items reviewed – all have been completed.
- It was agreed that going forward, Action Items will be reviewed following the review of the minutes.


Members

Progress Reporting Timelines

- **Determine frequency of reporting (quarterly/semi-annually)**
- **Examine PLFP Status Dashboard for content and adequacy of information**

- It was agreed that future meetings will take place quarterly and every effort will be made to align the meetings with the IGSC meetings.
- WT provided an in-depth overview of the PLFP Program Dashboard which is prepared on a monthly basis and includes the following elements:
 - Program Summary;
 - Program Risk Status;
 - Key Risks and Impacts;
 - Program Budget Status;
 - Program Budget Allocation;
 - Financial Summary;
 - Program Schedule Status; and
 - Program Progress – Key Tasks.
- WT responded to questions from IGSC, provided clarifications, and noted suggestions and comments, including the following:
 - All risks are tracked but only the top 10 risks and opportunities are listed on the Dashboard.

**Emil Zelic
Sasha Jurak**

<ul style="list-style-type: none"> At the conclusion of the 30% Stage Gate, WT will provide the new budgets and new contingency. WT will be tracking budget and contingency +/- variances based on the 30% re-baseline. ACTION ITEM: WT will provide a more detailed version of the Financial Summary showing the additional columns at our disposal so that INFC can decide if they need more information than what is currently provided. ACTION ITEM: WT will provide a 1-page narrative and quarterly cashflow report to complement the Program Dashboard. 	
<p>Claims</p> <ul style="list-style-type: none"> ➤ Waterfront Toronto comments on INFC Claims Templates ➤ Timing of first Waterfront Toronto Claim <ul style="list-style-type: none"> WT advised that the new template is very different from the current template used and we are facing some challenges with the new format.  <ul style="list-style-type: none"> ACTION ITEM: WT will set up a call with INFC to address the challenges WT is facing with the new format. ACTION ITEM: WT will send the current template to INFC and INFC will do a comparison of the old and new format to see if the old format provides the required information. 	<p>Lisa Taylor Marie-Pier Nassif</p>
<p>PLFP Status</p> <ul style="list-style-type: none"> WT provided the following status update: <ul style="list-style-type: none"> We are finalizing the 30% design – we are tracking to be on budget with the schedule still under review. Packages are at different levels of design – once the 30% is formalized we will immediately move to 60% design. Gardiner Underpinning Overview – WT has identified a solution that will reduce the cost and risk associated with working around the existing Gardiner structure. Lakeshore Bridge – Discussions continue with the City of Toronto to confirm the plan for constructing the Lakeshore Bridge. We continue to coordinate our work with the utilities on the site such as Hydro, Hydro One and Enbridge. We are mitigating potential schedule delays through work alignment and sequencing, as well as multi-shift tendering. Tenant consultations are ongoing. An updated draft of the Memorandum of Understanding (MOU) with First Nations will go out to the Oversight Committee and Province next week for review before continuing negotiations and execution with First Nations. ACTION ITEM: Add “Communications” as a standing Agenda item for future meetings and WT will have a Communications person attend all future meetings. 	<p>David Kusturin Julius Gombos</p>

Date and Time of Next Meeting

- The next meeting will be scheduled in February, 2019.
- ACTION ITEM: WT will poll members and participants to create a 2019 schedule of quarterly meetings.

All

Pichette, Chanelle (INFC)

From: Tara Connor <[REDACTED]@waterfronttoronto.ca>
Sent: November 17, 2018 7:14 AM
To: Julie Bowering; Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Kyle Knoeck; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]@trca.on.ca; David Kusturin; Julius Gombos; Meg Davis; Leslie Gash; Elaine Hung; atummillo@createto.ca; Kyle Knoeck; Mira Shenker; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; Wan, Adela (MOI); Michael Nobrega; Meggen Janes; PLFP Calendar; Ann-Marie.Nasr@toronto.ca; Nancy Gaffney; Laura Stephenson
Cc: Mary Scotland; Andrea Broughton; Stephen McKenna; Lynda Macdonald; Mary Tribuzio; michelle.sirizzotti@trca.on.ca
Subject: RE: Port Lands Executive Steering Committee - Wednesday November 21
Attachments: PLFP Project Charters_Nov2018.zip

Good Morning,

Further to my email yesterday, attached are the Component Project Charters, as per 3b of the agenda.

Regards,
 Tara

tara connor | development planner | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

From: Tara Connor
Sent: Friday, November 16, 2018 4:40 PM
To: Julie Bowering <[REDACTED]@waterfronttoronto.ca>; marie-pier.nassif@canada.ca; Nik Chatterjee <[REDACTED]>; David Stonehouse <David.Stonehouse@toronto.ca>; Kyle Knoeck <[REDACTED]@toronto.ca>; Mike (EDC) Williams <Mike.Williams@toronto.ca>; Steve McKenna <[REDACTED]@toronto.ca>; Ken Dion <[REDACTED]@waterfronttoronto.ca>; Helen Donches <[REDACTED]@toronto.ca>; [REDACTED] <[REDACTED]@trca.on.ca>; David Kusturin <DKusturin@waterfronttoronto.ca>; Julius Gombos <JGombos@waterfronttoronto.ca>; Meg Davis <MDavis@waterfronttoronto.ca>; Leslie Gash <LGash@waterfronttoronto.ca>; Elaine Hung <[REDACTED]@toronto.ca>; atummillo@createto.ca; Kyle Knoeck <[REDACTED]@toronto.ca>; Mira Shenker <MShenker@waterfronttoronto.ca>; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; Wan, Adela (MOI <Adela.Wan@ontario.ca>; Michael Nobrega <[REDACTED]@waterfronttoronto.ca>; Meggen Janes <[REDACTED]@waterfronttoronto.ca>; PLFP Calendar <PLFPcalendar@waterfronttoronto.ca>; Ann-Marie.Nasr@toronto.ca; Nancy Gaffney <[REDACTED]@trca.on.ca>; 'Laura Stephenson' <[REDACTED]@trca.on.ca>
Cc: Mary Scotland <[REDACTED]@waterfronttoronto.ca>; Andrea Broughton <[REDACTED]@toronto.ca>; Stephen McKenna <[REDACTED]@toronto.ca>; Lynda Macdonald <[REDACTED]@toronto.ca>; Mary Tribuzio <[REDACTED]@toronto.ca>; michelle.sirizzotti@trca.on.ca
Subject: Port Lands Executive Steering Committee - Wednesday November 21

Good Afternoon,

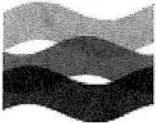
In preparation for the Port Lands Executive Steering Committee meeting on **Wednesday November 21**, please find attached agenda and minutes from the previous meeting, as well as the following:

1. **30 Percent Budget Update**, as per 3a of the agenda;
2. **Real Estate Subcommittee Memo**, as per item 3d of the agenda;
3. **PLFP Project Risk Issues**, as per item 3e of the agenda; and
4. **PLFP Dashboard** and **CSLF Dashboard**, as per 4) of the agenda.

PLEASE NOTE: Component Project Charters, as per 3b of the agenda will follow in a separate email.

Thanks,
Tara

tara connor | development planner | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Pichette, Chanelle (INFC)

Subject: PLFPEI Quarterly Oversight Committee Teleconference Meeting
Location: Great Lakes (16)

Start: Wed 2019-11-20 9:30 AM
End: Wed 2019-11-20 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: Ann Landry

Good Afternoon All, due to calendar conflicts we would like to move the November 21st Oversight Committee meeting to Wednesday, November 20th from 9:30am – 11:00am.

Please let me know if this works for you.

Thanks very much.

Regards,
Ann

Conference Call Information:**External Users**

1. **Participants call :** [REDACTED]
2. **Enter the conference number** [REDACTED]

Internal Users:

1. **If you are in the office, call [REDACTED] on your desk phone, otherwise call [REDACTED]**
2. **If you are the moderator, press ***
 - Enter conference bridge number [REDACTED]
 - Enter pin code [REDACTED] to begin the conference call

Pichette, Chanelle (INFC)

From: Julie Bowering [REDACTED]@waterfronttoronto.ca>
Sent: November 21, 2018 1:04 PM
To: Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]@trca.on.ca; Elaine Hung; atummillo@createto.ca; Kyle Knoeck; Mira Shenker; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; Wan, Adela (MOI); PLFP Calendar; Ann-Marie.Nasr@toronto.ca; Nancy Gaffney; Laura Stephenson; John.Mackenzie@trca.on.ca; Andrea Broughton; Stephen McKenna; Lynda Macdonald; Mary Tribuzio; michelle.sirizzotti@trca.on.ca; Leena Eappen; hon lu; Michael Kraljevic
Subject: Port Lands Executive Steering Committee - December meeting

Kindly confirm which date works best for you for the Port Lands Executive Steering Committee December meeting, here at Waterfront Toronto.

Mon., Dec 3rd at 3pm?
 Fri., Dec 7th at 9:30am?
 OR
 Tues., Dec 11th at 2pm?

Thank you.
 Julie

julie bowering | admin assistant to the legal department, cdo, development | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Pichette, Chanelle (INFC)

From: Waterfront Toronto <info@waterfronttoronto.ca>
Sent: November 22, 2018 4:45 PM
To: Nassif, Marie-Pier (INFC)
Subject: [MARKETING] INVITATION: Port Lands Flood Protection Groundbreaking Ceremony - November 28



Join us for our Port Lands Flood Protection Groundbreaking Ceremony

Waterfront Toronto, together with our government partners, is pleased to invite you to a groundbreaking ceremony to celebrate the start of construction on Port Lands Flood Protection.

We are preparing to start excavation on the new river valley, the first step in transforming the Port Lands into a livable, resilient and thriving part of our city.

Mississaugas of New Credit First Nation Chief Stacey LaForme, Federal Minister of Infrastructure and Communities François-Philippe Champagne, Provincial Minister of Infrastructure Monte McNaughton and Toronto Mayor John Tory will join us to mark this project milestone.

Date: Wednesday, November 28, 2018

Time: Official remarks will begin at 9:30 a.m. Please arrive no later than 9 a.m. as sign-in is required.

Location: The event will be held in the Port Lands at 51 Commissioners St. ([see map](#)).

Transit: If you are travelling to the event by TTC, take bus route #121 Fort-York Esplanade or the #72B Pape and get off at Commissioners Street at Cherry Street. Walk south along the east side of Cherry Street to the site entrance just north of the ship channel. Visit the [TTC Trip Planner](#) for more information.

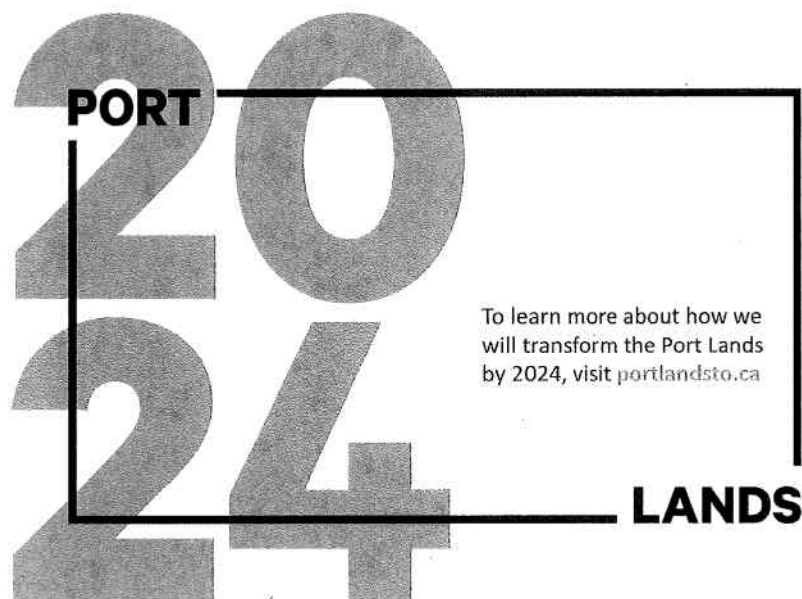
Parking: If you are travelling to the event by car, please note that there is limited parking available on site within the gated area.

We will contact you by email should the event be cancelled due to inclement weather.

Please note: It is recommended that guests wear appropriate footwear for an outdoor event. Safety boots are not required.

For more information, please contact info@waterfronttoronto.ca.

We hope you can join us at this milestone event.



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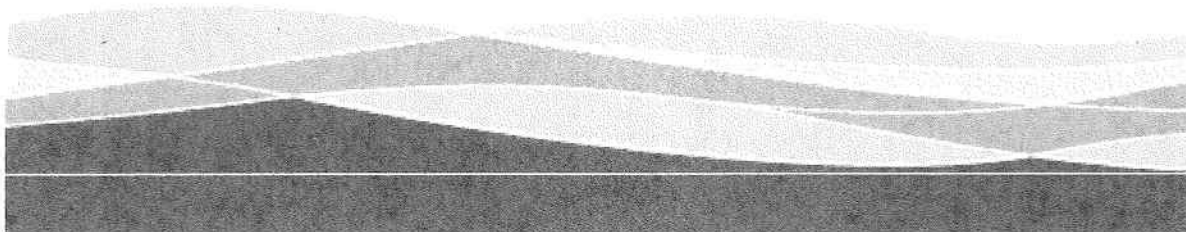
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Remove Marie-Pier.Nassif@canada.ca from this list.

Waterfront Toronto info@waterfronttoronto.ca
20 Bay Street, Suite 1310 tel: 416-214-1344
Toronto, Ontario M5J 2N8 fax: 416-214-4591
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Pichette, Chanelle (INFC)

From: David Kusturin <DKusturin@waterfronttoronto.ca>
Sent: November 27, 2018 10:41 AM
To: Nassif, Marie-Pier (INFC); David Stonehouse; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; Campbell, Glenn (INFC)
Cc: Julius Gombos; Lisa Taylor; Emil Zelic; Sasha Jurak
Subject: RE: Independent Project Monitor Report
Attachments: BTY Independent Project Monitor Report Nov 29 2018 FARM.pdf

Apologies.

Report now attached.

david kusturin | chief project officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 dkusturin@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: David Kusturin
Sent: Tuesday, November 27, 2018 10:39 AM
To: marie-pier.nassif@canada.ca; David Stonehouse <David.Stonehouse@toronto.ca>; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; 'glenn.campbell@canada.ca' <glenn.campbell@canada.ca>
Cc: Julius Gombos <JGombos@waterfronttoronto.ca>; Lisa Taylor <LTaylor@waterfronttoronto.ca>; Emil Zelic [REDACTED]@waterfronttoronto.ca>; Sasha Jurak [REDACTED]@waterfronttoronto.ca>
Subject: Independent Project Monitor Report

Please find attached hereto for your review and information a copy of the Independent Project Monitor's report to the Waterfront Toronto FARM Committee as per Item 4b of the November 29, 2018 FARM Committee Meeting. Please do not hesitate to contact me if you have any comments or questions with respect to the attached.

Regards,

david kusturin | chief project officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 dkusturin@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

November 29, 2018
Finance Audit and Risk Management Committee
Item 4b – Report of the Independent Capital Project Monitor

Agenda Item	4b – Report of the Independent Capital Project Monitor
Purpose	For information: to support Committee oversight of the Port Lands Flood Protection (PLFP) Capital Project.
Key Messages	<p>Attached is the first report and summary prepared by BTY Group (BTY), the independent capital project monitor.</p> <p>BTY performed a review of the Port Lands Flood Protection project at the 30% Design Stage.</p> <p>BTY compared project costs and schedule in the Due Diligence Stage with the 30% Design Stage.</p> <p>The report provides an overview of the PLFP Cost Management and Schedule Management processes and reporting that have been implemented by WT, and an assessment of whether they are in line with industry standards and best practices.</p> <p>Representatives of BTY will attend the meeting to discuss the report and respond to the questions of Committee members.</p>
Areas of note/ Key issues	<p>Key findings:</p> <ul style="list-style-type: none"> • The PLFP Cost Management and Schedule Management processes and reporting implemented by WT are in line with industry standards and best practices. • Management is following best practices and managing risks regarding the cost of the project and the project schedule. • The current estimated project cost remains the same as in the due diligence report, totalling \$1.185B. <p>A full list of findings is provided in Section 1.0 - Executive Summary on page 3 of the report.</p>
Expected Outcome	The Committee will be informed of the findings of BTY regarding PLFP Cost Management and Schedule Management processes.
Key Takeaways/ Next Steps	BTY will prepare and provide Report #2 at the February 2019 FARM Committee meeting.



PORT LANDS FLOOD PROTECTION CAPITAL PROJECT

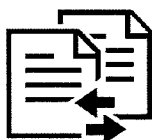
*Independent Capital Project
Monitoring & Assurance
Services*

REPORT NO. 1 - SUMMARY

FARM Committee Meeting
November 29, 2018



Purpose of Report No. 1



**Overview and comparison
of risks identified in
Due Diligence Stage vs.
30% Design Stage**



**Review of
Cost Management
process and
reporting**

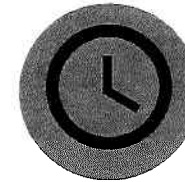


**Review of
Schedule Management
process and
reporting**



Cost Management

- Overall process in line with industry standards and best practices
- Estimates prepared by accredited professionals in industry standard formats
- Appropriate level of detail included
- Industry standard approach to Risk Management
- “Design-to-budget” Cost Optimization
- Capital Approval Process on track
- Regular cashflow projections
- Project Cost remains at \$1.185 billion

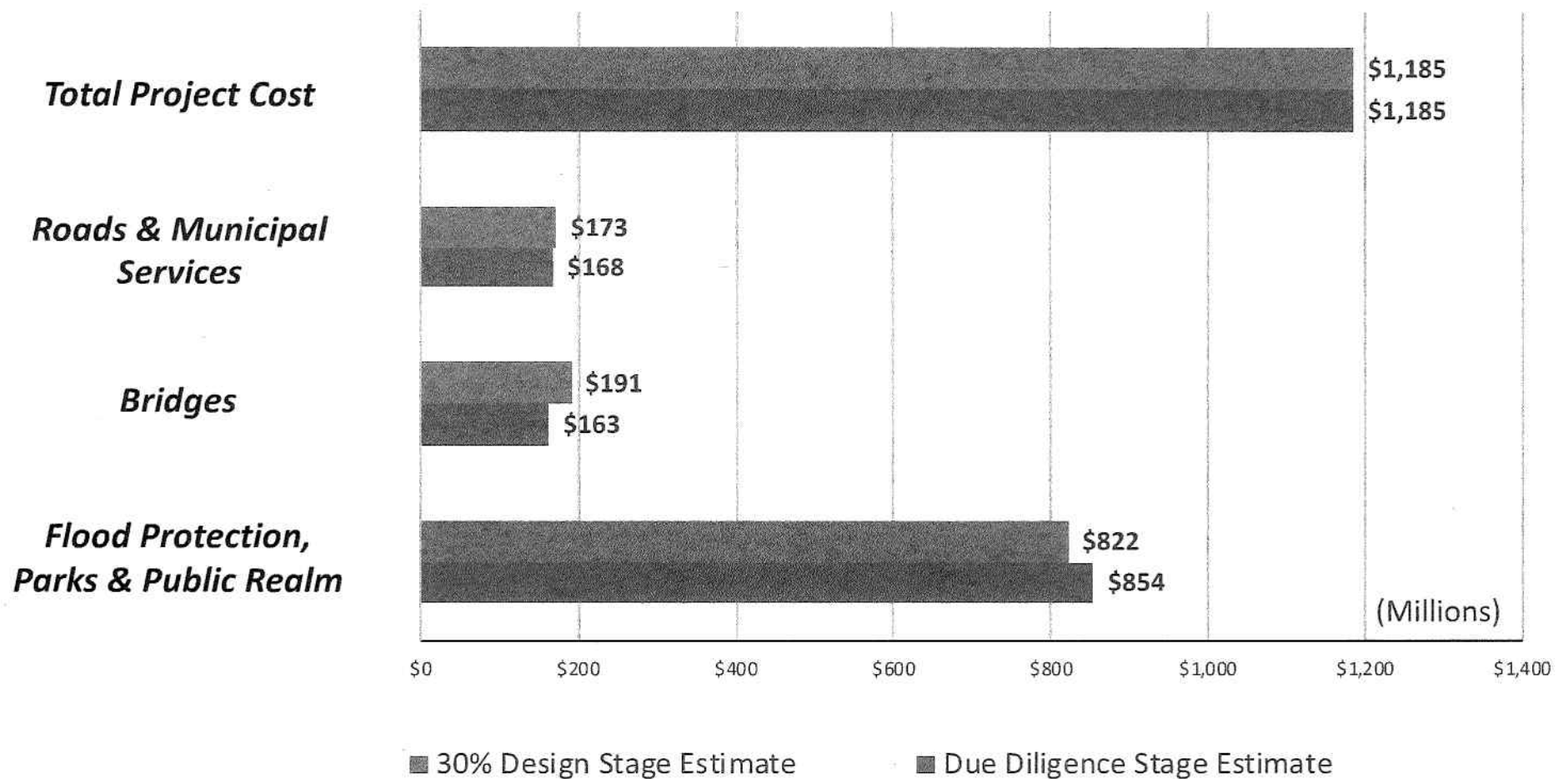


Schedule Management

- Overall process in line with industry standards and best practices
- Schedule and Risk Consultant recognized industry professional
- Appropriate level of detail included
- Critical Path Schedule utilizing WBS
- Milestones align with Project Organization
- Certain activities have SS & FF relationships with varying lags
- Activities with negative float to be reviewed
- Substantial Completion milestone included



30% Design Stage Estimate vs. Due Diligence Stage Estimate





INDEPENDENT CAPITAL PROJECT MONITORING & ASSURANCE

Waterfront Toronto Port Lands Flood Protection Project

REPORT 1.0

NOVEMBER 20, 2018

PREPARED FOR:

*Waterfront Toronto Finance, Audit and Risk Management (FARM)
Committee*

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Contents

1.0	Executive Summary	3
2.0	Introduction and Methodology	5
3.0	Cost Management Review	6
4.0	Schedule Management Review	12
5.0	Construction Schedule	16
6.0	List of Reviewed Documents	27
	Appendices	28
	WBS Summary	
	Schedule Documents	

Prepared By	Reviewed By	Date
Phil Pavitt	Joanne Henson	November 20, 2018
George Bigham		



1.0 Executive Summary

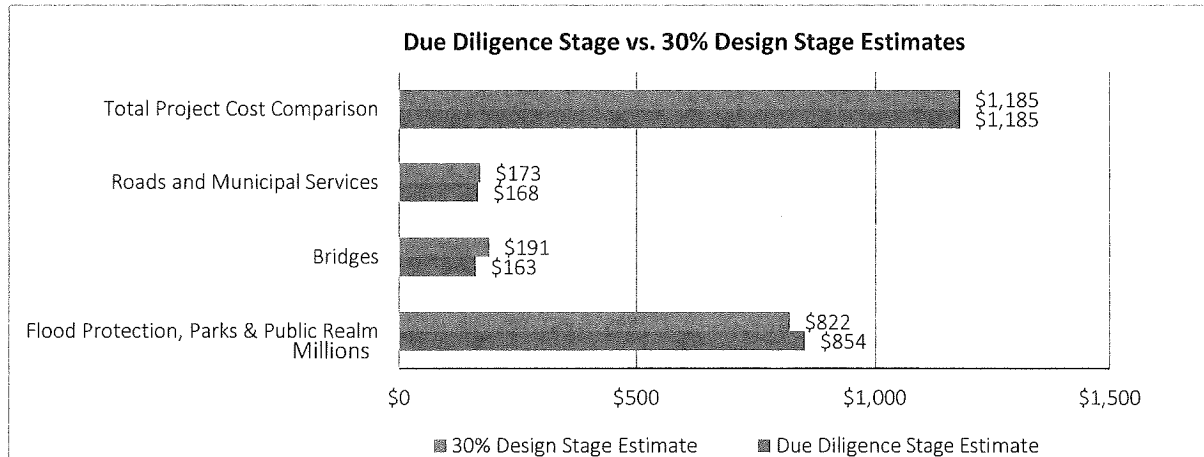
BTY reviewed all Due Diligence Stage artefacts, including the “Port Lands Flood Protection and Enabling Infrastructure Due Diligence Report” and conducted comparison to the cost and schedule included in the 30% Design Stage project artefacts. A summary of our conclusions is as follows:

Cost Management Summary

- In our opinion, the overall cost management process being implemented on the project is in line with industry standards and provides the Board of Directors and FARM Committee with assurances that best practice risk management techniques have been followed in predicting the outturn cost of the overall project;
- The Cost Consultants engaged on the project to provide estimating services are recognized professional Cost Consulting firms with accredited Professional Quantity Surveyors and Chartered Surveyors as governed by the Canadian Institute of Quantity Surveyors (CIQS) and the Royal Institution of Chartered Surveyors. Each cost consulting firm was engaged through a rigorous RFP process;
- The estimates reviewed were prepared in the industry standard “elemental” format;
- The estimates reviewed contained an appropriate level of detail as would be expected at the due diligence stage and 30% design stage;
- The estimates contained appropriate allowances for design and escalation risk;
- Pricing of the estimates appears to be generally in line with current market rates;
- An industry standard Risk Management approach to identifying and mitigating budget risks was implemented and is being followed;
- To ensure the project remains on budget a Cost Optimization process was implemented by WT to ensure that each design team “design-to-budget”;
- Effective cost control methods such as tracking changes from the baseline estimate and taking corrective measures to ensure the estimates remain within the overall budget have been implemented. This is evidenced through 13 revisions to the budget being made between June 2018 and November 2018;
- A Capital Approval Process has been established between WT and the Board of Directors and so far, this process is working smoothly with no delays. Cashflow projections are updated frequently by WT (and EllisDon) and the next Capital Approval request is proposed for early 2019; and
- The current overall estimated project cost remains the same as per the due diligence report, totalling \$1.185 billion.



Executive Summary Continued



Schedule Management Summary

- In our opinion, the overall schedule management process being implemented on the project is in line with industry standards and provides the Board of Directors and FARM Committee with assurances that best practice risk management techniques have been followed in predicting the overall project schedule;
- The Schedule and Risk Consultant engaged on the project is a recognized construction consultant in Canada, with extensive experience. The consultant was engaged through a rigorous RFP process. The Construction Manager engaged is a well-known contractor in Canada also with extensive experience. The Schedule Consultant and Construction Manager worked side by side in developing the schedule and highlighting schedule risks;
- The Schedules reviewed were prepared in industry standard formats;
- The Schedules reviewed contained appropriate level of detail as would be expected at the due diligence stage and 30% design stage;
- The latest Schedule is a critical path schedule, utilizing a Work Breakdown Structure, with durations provided;
- The latest Schedule shows milestone dates which appear to align appropriately with the project organization;
- A winter work calendar has been included in the latest schedule;
- Certain critical and longest path activities have Start to Start and Finish to Finish relationships, with varying lags;
- Certain activities have negative float which need to be resolved to avoid missing the project end date. However, this will likely be picked up as the schedule is developed further; and
- A Substantial Completion activity is included in the latest schedule and has the appropriate relationships tied to the activity to reflect the work required to be completed to achieve Substantial Completion.

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4



2.0 Introduction and Methodology

2.1 Introduction

BTY Consultancy Group Inc. (BTY) has been retained to perform Independent Capital Project Monitoring and Assurance Services of the Port Lands Flood Protection (PLFP) project in support of the governance and oversight function of Waterfront Toronto (WT) Board of Directors and its Finance, Audit and Risk Management (FARM) Committee.

The purpose of this report is to:

- Provide an overview of the Cost Management and Schedule Management process implemented by WT and whether they are in line with industry standards and best practices; and
- Provide advice and recommendations, if necessary.

2.2 Report Reliance

This report has been prepared in accordance with the scope of work contained in the Professional Services Agreement (# 2150) between Toronto Waterfront Revitalization Corporation and BTY Consultancy Group Inc., dated August 27, 2018 and is subject to the terms of that Agreement. BTY, its Directors, staff or agents do not make any representation or warranty as to the factual accuracy of the information provided to us by Waterfront Toronto, third party consultants or agents, upon which this report is based. BTY will not be liable for the result of any information not received which, if produced, could have materially changed the opinions or conclusions stated in this report.

Any advice, opinions, or recommendations within this document should be read and relied upon only in the context of this report as a whole. The contents of this report do not provide legal, insurance or tax advice or opinion. Opinions in this report are not an advocate for any party and if called upon to give oral or written testimony, it will be given on the same assumption.

2.3 Contacts

Should the reader have any queries regarding the content of this report, please contact either of the following: -

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2.4 Methodology

In preparing this report BTY reviewed all relevant due diligence stage artefacts including the '*Port Lands Flood Protection and Enabling Infrastructure Due Diligence Report*' (dated October 20, 2016). We then compared the cost and schedule against the 30% design stage project artefacts.

A review of the cost and schedule management process was undertaken to determine how the budget and schedule was initially developed and how it has been refined as the design has developed. Several meetings between BTY and WT and their Consultants and the Construction Manager (from September 2018 through to November 2018) were conducted in order to further understand the process and how project risks were, and are, being managed. A list of documentation we have reviewed is contained under Section 5.0 of this report.



3.0 Cost Management Review

3.1 Introduction and Approach

BTY's role in reviewing the costs as part of our wider Independent Capital Project Monitoring & Assurance Services is one of risk management as it relates to ensuring that the overall Master Project Budget has captured all identified risks in the estimates prepared by the Cost Consultants and the Risk Register prepared by HDR.

In preparing our review, BTY reviewed all information provided by WT. We did not develop our own independent shadow estimates, nor did we analyse against any relevant internal benchmark data. As such, BTY cannot be held responsible any additional information, that had it been received, would have materially changed the opinions contained in this report.

It is important to note that BTY has not been engaged to provide an opinion on whether the estimated project budget is adequate to complete the scope of work for the overall PLFP Project. Our role is to provide a review of the cost management process implemented by the project team and provide opinion on whether the process is being performed in line with expected professional industry standards and best practices.

Our approach to understanding the development budget process involved analysing the original budget as contained in the due diligence report (dated 2016); understanding the reasons for any budget changes; reviewing the overall cost management process; and comparing the original budget against the latest 30% design stage budget.

3.2 Cost Management Process

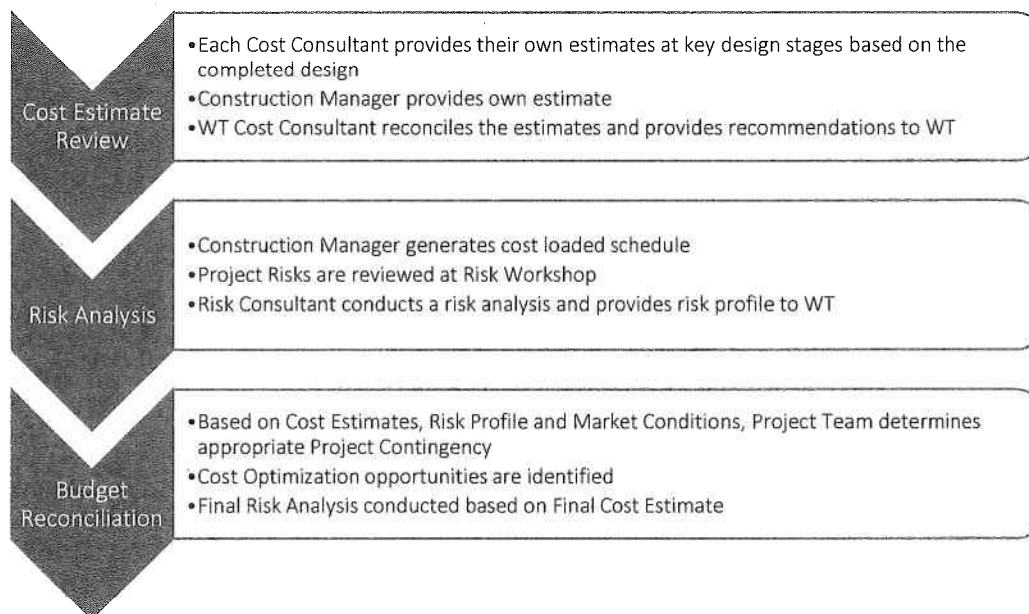
Following the completion of the Due Diligence Report (dated October 20, 2016), the following Cost Consultants were appointed to provide capital cost estimates for each of the following major portions of work:

- | | |
|--------------------------------------------|------------------------------|
| • Flood Protection, Parks and Public Realm | Vermuelens Cost Consultants |
| • Roads and Municipal Services | AW Hooker Quantity Surveyors |
| • Bridges | Hanscomb Limited |

Additionally, Altus Group (Altus) were appointed as Waterfront Toronto Cost Consultant and EllisDon as the Construction Manager. Both these organizations are responsible for ensuring that the overall Master Project Budget captures all costs associated with the PLFP Project.

The Process

We understand that the Budget Development is guided by the following process:



In our opinion, the process outlined above is in line with industry standard and provides FARM Committee with assurances that best practice Risk Management techniques have been followed in predicting the outturn cost of the Project.

Professional Recognition / Quality Assurance

We note that each of the above consulting firms engaged to provide estimating services are well-known and highly regarded professional cost consultancies in Canada. All firms have accredited Professional Quantity Surveyor (PQS) professionals as governed by the Canadian Institute of Quantity Surveyors (CIQS) and/or The Royal Institution of Chartered Surveyors (RICS). Both the CIQS and the RICS set the highest recognized standards and best practices in providing professional cost consulting services in Canada. It is understood that the Cost Consultants were engaged through a rigorous RFP process to ensure that each major portion of work was provided with a Cost Consultant with relevant professional experience and capacity.



3.3 Due Diligence Budget Review

The due diligence stage budget, as prepared by the individual cost consultants and Altus and WT is summarized below. We note that the 23 projects which make up the whole Flood Protection Project have been combined into the following 3 project types:

Project Type	Hard Cost Estimate	Soft Cost Estimate	Total Due Diligence Cost Estimate
Flood Protection, Parks and Public Realm	\$711,605,095	\$142,394,905	\$854,000,000
Bridges	\$135,160,397	\$27,839,603	\$163,000,000
Roads and Municipal Services	\$139,760,786	\$28,239,214	\$168,000,000
Total Due Diligence Cost Estimate	\$986,526,279	\$198,473,722	\$1,185,000,000

Our comments relating to the above due diligence estimate are as follows:

- We understand that the cost consultants and their respective design team leads were contracted to "design to budget" meaning that the original budgets established were not to be exceeded.
- We understand that Altus and WT combined the individual estimates into the overall project budget.
- We reviewed the cost summaries and supporting detail for each of the 23 individual projects and opine that the estimates contained reasonable allowances for cost escalation and design contingencies. At the due diligence stage of any project, it is standard practice to include escalation and design contingencies to cover the potential increase in cost at a future date due to escalation in labour, plant and material prices; and to include a design contingency which is used to cover the cost of any significant changes during the design stage. It is standard practice for the design contingency to be reduced as the design becomes further developed.
- We note that design information at the due diligence stage was scant, which is typical at this stage of design. The level of detail contained in the estimates is commensurate to the level of design information available at that particular stage.
- The estimates provided by each Cost Consultant were prepared in industry standard elemental format.
- A Risk Register, highlighting all potential project risks, was prepared by HDR Consultants. The risk model implemented appears to follow industry standards and the risk management process overall appears to have been followed diligently, whereby HDR, WT (and all other relevant consultants) were engaged in risk analysis workshops throughout this design stage.
- We understand that Altus provided general review and oversight of the cost management process to ensure that standard practices were provided by each individual cost consultant. This was undertaken to ensure that all scope of work was captured in the budget, no scope of work was duplicated, and all contingencies and allowances were uniformly equal. Altus, in association with WT were also responsible for combining the individual estimates into the overall project budget.
- In our opinion, the overall cost management process undertaken at the due diligence stage was executed in line with industry standards and best practice.

3.4 30% Design Budget Review

A summary of the 30% design stage budget is summarized as follows:

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8



Project Type	Hard Cost Estimate	Soft Cost Estimate	Total Due Diligence Cost Estimate
Flood Protection, Parks and Public Realm	\$680,558,305	\$141,131,467	\$821,689,771
Bridges	\$157,460,304	\$33,289,965	\$190,750,269
Roads and Municipal Services	\$148,507,670	\$24,052,290	\$172,559,960
Total 30% Design Cost Estimate	\$986,526,279	\$198,473,722	\$1,185,000,000

Our comments relating to the above 30% design stage estimate are as follows:

- A similar cost management process as identified above for the due diligence stage estimate was followed for the 30% design stage estimate, with the following additional observations:

- **Cost Optimization (Value Engineering) Process:**

We understand that after WT initially received the original 30% cost estimates from each of the design team's cost consultants, WT initialized a cost optimization process to help ensure that the cost estimates did not exceed the original budgets. At that point, it was reiterated to each design team that their consulting contract was to "design to budget". This process of designing to a budget is not the industry norm, although the process is not unheard of (preparing a budget based on a design is the norm). To facilitate the process, WT developed a standardized template and directed the design teams and cost consultants to do the following:

- Propose cost optimization initiatives;
- Indicate which specific projects were being impacted; and
- Outline the associated costs.

The cost optimization templates were then reviewed by WT and EllisDon to determine which cost optimization items were acceptable and then the overall cost impact was calculated to determine whether the cost estimate was still within the design to budget amount.

Altus then summarized the cost optimization templates for each project and ensured that the General Requirement costs and Construction Management fees were captured correctly in the final overall estimate.

- **Design Allowance and Pricing Allowances:**

We understand that as part of the 30% "design-to-budget" process, the design teams and cost consultants were advised by WT that they could not make any "below the line" adjustments for design and pricing contingencies. However, in order to deal with the uncertainty of providing a budget based on 30% design, WT, in consultation with the Construction Manager (EllisDon), increased specific project budgets to account for potential cost increases. The specific projects that were increased were firstly identified in the risk analysis undertaken by HDR. HDR then ran a risk management model which captured the cost impact of any "unknown unknowns" as well as any abnormalities in the estimates' unit costs and/or quantities.

- Between June 21, 2018 and October 31, 2018, 13 revisions to the estimates were issued by Altus. Each revision reflected a point in time during the design stage process where various project costs were revised and reallocated according to the cost optimization process as identified above. A chronology of the revisions made was provided by Altus and was included in artefacts provided.



- The Risk Management process continued throughout the 30% design stage, with risk workshops held, risk registers updated, and risk models implemented to help ensure that all project risks identified were addressed and mitigated. HDR continued to lead the risk management process together with WT, EllisDon and the relevant consultants.
- HDR's latest "Risk Analysis Results Update" (dated November 1, 2018) indicates that the likelihood of achieving a total project cost of \$1.185 billion is between 73% and 92%.
- It is noted that the budget numbers presented in the 30% design estimate include the Lakeshore Blvd Rail Bridge extension.
- Cost control measures such as measuring variances from the cost baseline and taking effective corrective actions (through cost optimization and design-to-budget) have been implemented. All changes to the cost baseline (i.e., the due diligence estimate) are being recorded and the expected total project cost is being continuously forecasted. Corrective action is being taken to mitigate cost overruns. Cost reporting has been implemented to track and approve changes and apply further analysis, if required. These are signs that effective cost control is being undertaken.
- It is noted that the budget for the Bridges, Roads and Civil Work in Revisions 9-13 reflect 60% design development for bridges and partial 60% design for roads and civil work.
- The 13 revisions to the 30% estimates are effectively an audit trail of the cost management process throughout the 30% design stage.
- In our opinion, the cost management process undertaken during the 30% design stage has been executed methodically and in line with industry standards and best practices.

3.5 Cost Comparison – (Due Diligence Stage vs. 30% Design Stage Estimates)

A summary of costs between due diligence stage estimate and 30% design stage estimate is as follows: -

Project Type	Due Diligence Stage Estimate	30% Design Stage Estimate	Variance
Flood Protection, Parks and Public Realm	\$854,000,000	\$821,689,771	(\$32,310,229)
Bridges	\$163,000,000	\$190,750,269	\$27,750,269
Roads and Municipal Services	\$168,000,000	\$172,559,960	\$4,559,960
Total Project Cost Comparison	\$1,185,000,000	\$1,185,000,000	\$0

As can be seen from the above table, the estimates for each project type changed significantly, but the total project cost for both the due diligence and 30% estimates remains at \$1.185 billion. The design development process combined with the design-to-budget and cost optimization process have enabled the project team to further develop the design and keep the project on budget.



3.6 Capital Approval Process

For the project to remain on schedule, it is imperative that the capital expenditure approval process is managed expeditiously. We understand that WT, in consultation with EllisDon, prepared a cashflow of expenditures for site preparation and early construction works and that WT formally requested Capital Approval from the Board of Directors for these works in May 2018, for scheduled works up to end of March 2019. This request was granted, and we understand that the payment of funds due to the Contractor for work completed to date is in accordance with their payment terms. We further understand that WT update their cashflow projections in conjunction with cost and schedule updates and that their next request for Capital Approval to the Board of Directors will be at the first FARM Committee meeting of 2019.

3.7 Conclusion

Upon completing our review of the cost management process to date, we are of the opinion that the project teams are capturing the relevant scope of work within each cost estimate for each project; that the processes that WT and Altus have implemented to cost control are effective; that the pricing of the estimates appears to be current; the design-to-budget method appears to be embraced by the design teams and cost consultants for each project; adequate risk identification and mitigation is being implemented; all variances to budgets are being tracked and individual project costs are being continuously forecasted; and industry standard cost control and cost reporting techniques have been implemented.



4.0 *Schedule Management Review*

4.1 Introduction and Methodology

BTY has been retained to analyze the development of the schedule and supporting documentation provided for the Waterfront Toronto Port Lands Flood Protection and Enabling Infrastructure. Our review is limited to the identification of any significant gaps and discrepancies in efforts by other professionals involved in the project. It is not our charge to review the likelihood of achieving the schedule, or to review the actual schedule, solely the construction and integration of key information available in the schedule. In order to perform this review, the following information was relied upon:

- HDR Detailed Project Schedule, with a June 10, 2016 update;
- HDR Cost Risk Assessment, dated June 15, 2016;
- Lower Don River Due Diligence and Validation Report, dated March 21, 2016;
- Ellis Don Program Schedule Critical Path Update by WBS, dated and with a data date of August 31, 2018 (reference only as not delivered in P6 format);
- 30% Design Program Baseline Schedule P6.xer file for analysis of schedule construction and dates, with a data date of June 30, 2018;
- Risk Register dated November 1, 2018;
- Revised 30% Design Schedule Basis and Assumptions and Critical Path Narrative, Ellis Don, dated October 26, 2018, and
- 30% Design Program Baseline Schedule P6.xer file for analysis of schedule construction and dates, with a data date of October 15, 2018.

Although a later version of the schedule from Ellis Don was provided for review, the original dates and review of the construction of the schedule was performed on the earlier version. This was done because the later version of the schedule was provided only in PDF format, whereas the earlier version was provided in P6.xer format. This allowed for a more detailed analysis of the accuracy and sufficiency of the schedule. Further, as the dates were not relevant to this type of review, the variance between the two versions did not have an impact on the review. This revision of the report is based on the most recently updated P6.xer file provided for review, with a data date of October 30, 2018.



4.2 Risk Register Review and Incorporation in Schedule

The following risk register has previously been identified through a risk management workshop involving key project stakeholders, with an update dated November 1, 2018 subsequently provided. In the table below, the risk and delay items have been previously identified and quantified in the HDR Cost Risk Assessment document and subsequent update. For the purpose of this section of the report, only risks associated with a schedule impact have been included and addressed. The final column indicates whether these previously identified risk items have been incorporated into the Ellis Don 30% Design Program Baseline Schedule and the updated version, with a data date of October 31, 2018. This incorporation can take various forms and may be addressed in varying ways within the schedule. BTY has not been retained to review the adequacy of the incorporation or handling of these risks within the schedule at this time, merely that the risks have been addressed within the schedule.

Risk	Original Potential Delay (mos)	11/01/18 Expected Potential Delay (mos)	Considered In EllisDon 10/31/18 Schedule
CBRA Review and Acceptance Issues	3.15		Yes
Settlement, Preloading, and Surcharging in Grade Change Areas	3		Yes
Stormwater Treatment Facility Design	3		Yes
Opportunity to not over excavate River Valley	2.68		Yes
Environmental Assessment Compliance and Amendments	1.82		Yes
Value Engineering and Constructability Review	1.2		Not Apparent
Open Water in Excavation Cannot be Released to Lake Ontario	1.13		Not Apparent
Fisheries Timing Window Optimization	1	1.95	Yes
Delay in Identification of Soil Importation Causes Overall Construction Delay	.9		Yes
Lakeshore Blvd. Connection to Cherry St.	.73		Yes

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13



Risk	Original Potential Delay (mos)	11/01/18 Expected Potential Delay (mos)	Considered In EllisDon 10/31/18 Schedule
Lakeshore Blvd. Closure		1.58	Yes
Flooding during Construction		.04	Yes
Earlier Existing Cherry Bridge Demolition		-4.67	Yes
Increased DSM Production Rate		-1.58	Yes
NAPL Encountered During Excavation		.28	Yes
Substantial Failure to Establish Plantings (Wetlands Section)		.8	Yes
Coordination with Non-Hydro Utilities		.8	Yes
Environmental Basis for Cherry St. Design		.42	Yes
TTC Bridge Design Approval		.83	Yes
Partial Survey Background Information		.5	Yes
Aggressive Design Schedule		.75	Yes
Sediment Management Area Design Acceleration		-1.5	Yes
Unexpected Significant Archaeological / Cultural Discoveries		.09	Yes
Health & Safety - Worker PPE		.43	Yes

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Risk	Original Potential Delay (mos)	11/01/18 Expected Potential Delay (mos)	Considered In EllisDon 10/31/18 Schedule
Treatable Soil Remediation Approach does not Achieve Objectives		.7	Yes
De-watering Effluent Design		.4	Yes
Tenant Vacancy Issues		.4	Yes
Transport Canada Permit Review		.75	Yes
Dockwall Stability at the Sediment Management Area		.28	Yes
Tunneling Obstructions and Ground Conditions		.11	Yes
Enbridge 20" Relocation		3.13	Yes
Earlier Commissioner's St. Start		-.48	Yes
Earlier Completion of Toronto Hydro Tower Protection		-.75	Yes

The above risks appear to have been incorporated in the schedule as described in detail within the updated Risk Register dated November 11, 2018 and within the Updated Schedule. These risk items will reportedly continue to be reviewed, with durations modified as the true impact or benefit is realized, throughout the project. The overall project schedule will be modified to reflect these anticipated and actual modifications. The times reflected relative to the updated risk register are representative of the mitigated durations, which are generally shorter than the expected dates calculated in the risk simulation. These durations include schedule mitigation opportunities, which will improve upon the calculated impacts. This is a reasonable approach, with monitoring of the mitigation approaches continued until the risk has passed or been mitigated.

Certain of the original risk items do not appear to be addressed within the revised risk register. This would not be unlikely, as risk are identified, eliminated, or addressed.

The approach employed by the team appears reasonable and appropriate for this project.

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15



5.0 Construction Schedule

5.1 HDR and EllisDon Key Date Comparison Table

HDR, Inc. has provided a baseline schedule, with a June 6, 2016 update and Planned Finish Date of September 29, 2023. This schedule is reportedly to serve as the baseline schedule for the project, upon which the EllisDon 30% Design Program Baseline Schedule – Final Revision, with a June 30, 2018 data date and a Planned Finish Date of December 19, 2023, and the updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule, with a Planned Finish Date of November 29, 2023, is to be based. A comparison of the dates and the variances, with the legend of colors, is as follows:

Activity	HDR Baseline	EllisDon	Duration Variance (mos)
Design Commences (all packages)	03-Apr-17	30-Jun-18	N/A
Road and Municipal Services Tender Documents	28-Sep-18 (390 days)	23-Dec-21 (Don Roadway North) (974 days)	+19
Bridges and Structure Tender Documents	29-Mar-18 (131 days)	17-Aug-20 (Old Cherry St. Bridge) (633 days)	+17
River/Flood Protection Design Package Tender Documents	28-Sep-18 (390 days)	07-Jul-20 (East Ave. Flood Protect) (619 days)	+7
HYDRO ONE Design Package Tender Documents	30-Mar-18 (260 days)	08-Aug- (270 days)	0
Park Design and Approvals Tender Documents	30-Oct-18 (935 days)	27-Sep-21 (802 days)	-4
Property Acquisition Complete	31-May-18 (304 days)	31-Dec-20 (627 days)	+10
Permitting (Overall)	Not Provided	30-Nov-20	N/A
Environmental Permits	Not Provided	02-Oct-20	N/A
Roads Permits	Not Provided	03-Mar-20	N/A
Bridges Permits	Not Provided	01-Apr-20	N/A
Parks, Public Realm, and River Permits	Not Provided	30-Nov-20	N/A

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16



Activity	HDR Baseline	EllisDon	Duration Variance (mos)
Polson Slip North Side Naturalization Commence	01-Mar-18	11-Jan-19	+5.5
Polson Slip North Side Naturalization Complete	09-Jun-21	30-Sep-22	
Sediment and Debris Management Area Commence	02-Sep-19	16-Jul-20	+7.5
Sediment and Debris Management Area Complete	01-Jun-21	14-Feb-23	
First Gulf Site Flood Protection Landform Commence	03-May-21	29-May-19	-1.5
First Gulf Site Flood Protection Landform Complete	28-Apr-22	02-Jul-20	
Don Roadway Valley Wall Feature Commence	01-May-19	16-Aug-19	+26
Don Roadway Valley Wall Feature Complete	30-Sep-20	04-Mar-23	
Keating Channel Modifications Commence	03-May-22	27-Mar-23	-8.5
Keating Channel Modifications Complete	03-Jul-23	11-Sep-23	
Flow Control Weirs Commence	02-Mar-20	03-Jun-19	0
Flow Control Weirs Complete	30-Mar-21	02-Jul-20	
Lower Greenway/Spillway Commence	01-Nov-18	01-Apr-19	+7
Lower Greenway/Spillway Complete	30-Sep-20	30-Sep-21	
Upper Greenway/Spillway Commence	02-Sep-19	01-Apr-19	+17
Upper Greenway/Spillway Complete	30-Oct-20	30-Sep-21	
Central River/Floodplain Commence	01-Jan-18	28-Sep-18	+8
Central River/Floodplain Complete	30-Apr-20	30-Sep-21	
Cherry St. Bridge Demolition and Channel Wall Stabilization Commence	02-Dec-19	30-Sep-22	-1
Cherry St. Bridge Demolition and Channel Wall Stabilization Complete	30-Nov-20	19-Sep-23	
Eastern Ave. Grade Separation Modifications Commence	02-Mar-21	03-Apr-23	-7
Eastern Ave. Grade Separation Modifications Complete	31-May-22	09-Nov-23	

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17



Activity	HDR Baseline	EllisDon	Duration Variance (mos)
Lake Shore Road and Rail Bridge Hydraulic Capacity Improvement Commence	05-Mar-18	09-Jul-19	+19.5
Lake Shore Road and Rail Bridge Hydraulic Capacity Improvement Complete	30-Dec-19	06-Jan-23	
Cherry St. Realignment Commence	01-Oct-18	14-Feb-19	+18
Cherry St. Realignment Complete	29-Nov-19	21-Sep-21	
Commissioners St. Reconstruction West Commence	01-May-19	22-Mar-19	+29.5
Commissioners St. Reconstruction West Complete	29-May-20	17-Oct-22	
Commissioners St. Reconstruction East Commence	01-Jun-21	13-Aug-20	+10.5
Commissioners St. Reconstruction East Complete	30-Aug-22	18-Aug-22	
Don Roadway Construction Commence	01-Jan-20	02-Mar-22	-9
Don Roadway Construction Complete	31-May-21	30-Nov-22	
Cherry St. Bridge Over Keating Channel Commence	02-Oct-17	16-Nov-18	+10
Cherry St. Bridge Over Keating Channel Complete	30-Nov-18	20-Nov-20	
Cherry St. Bridge Over New River Valley Commence	02-Oct-17	11-Apr-19	0
Cherry St. Bridge Over New River Valley Complete	31-Oct-19	21-Apr-21	
Commissioners Street Bridge Commence	02-Oct-17	03-Oct-19	0
Commissioners Street Bridge Complete	31-Oct-19	21-Oct-21	
Promontory Park Commence	01-Jun-23	01-Mar-19	+50
Promontory Park Complete	29-Sep-23	05-Oct-23	
River Park North Commence	01-Jun-21	27-Aug-23	-1
River Park North Complete	29-Sep-23	06-Nov-23	
River Park South Commence	01-Jun-21	29-Sep-21	-2.5
River Park South Complete	29-Sep-23	26-Oct-23	
Villiers Island Re-grading Commence	02-Nov-20	18-Mar-19	+6
Villiers Island Re-grading Complete	31-Aug-21	02-Jul-20	
Substantial Performance of POFPEI Program	29-Sep-23 (1,913 Days)	29-Nov-23 (1,567 Days)	-11

Legend of Variance:

	Less Than HDR Baseline
	More Than HDR Baseline
	Matches HDR Baseline

Although certain dates vary, the durations of the above activities are similar in length.

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18



5.2 HDR Baseline Schedule Review Comments

BTY has been provided the Detailed Project Schedule by HDR, dated June 10, 2016. This schedule was reviewed relative to our overall mandate to understand the construction of the schedule, and not the actual accuracy of the schedule or the likelihood of achieving the dates overall. Through our observations, we have the following comments:

- The latest update for this schedule was approximately 2 years ago, and as such, certain inaccuracies are likely to exist as compared to the information available today;
- The level of detail provided in this schedule is minimal, and likely could not be utilized to effectively manage the construction of the project;
- There are multiple activities with very long durations, which minimizes the effectiveness of the schedule for understanding detailed work activities;
- All design activities commence on the same date;
- There are limited critical activities, with the critical path not easily discerned;
- There is a large gap in the critical path from November 2, 2020 and June 1, 2021, where there does not appear to be any critical activities;
- No indication of weather days, resource usage, subcontractor/vendor input, or other scheduling conventions have been included in the schedule;
- Only one milestone exists within the schedule;
- Promontory Park South, River Park North, and River Park South are all indicated as critical activities, with each activity starting and finishing on the same day; and
- Certain activities within each WBS appear to be occurring out of order relative to their position within each WBS.

It is understood that this is a preliminary schedule; however, the above items are important to consider in the construction and review of a project schedule. As this serves as the baseline for the project, these issues should be addressed and understood.

5.3 EllisDon Revised 30% Construction Schedule General Review Comments

BTY has been provided the 30% Design Program Baseline Schedule by EllisDon, with a data date of June 30, 2018 and a PDF file with an update of August 30, 2018 and an updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule, with a Data Date of October 15, 2018. This schedule was reviewed relative to our overall mandate to understand the construction of the schedule, and not the actual accuracy of the schedule or the likelihood of achieving the dates overall. Much of our review relative to this has been performed on the earlier schedule and the updated latest schedule, as we received a P6.xer file for each, which enabled a detailed analysis of the construction of the schedule. Through our observations, we have the following comments:

- The schedule is a critical path schedule, organized utilizing a Work Breakdown Structure (WBS), with durations provided;
- Milestone dates are provided, which appear to adequately express the project requirements;
- The schedule is organized utilizing a WBS structure which appears to align appropriately with the project organization and therefore is adequate for use;
- The schedule includes Task Dependent, Milestone, and Summary activities, which are appropriate for the organization of the schedule;
- Certain designer/subcontractor/vendor input has been included in the establishment of the durations of the activities or the relationships;

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19



- Certain Early works are indicated within the schedule;
- Design work is included and appropriately divided for tracking and management throughout the schedule;
- Permitting activities, including environmental, governmental, construction, and municipal are included in the schedule;
- Certain resources are stacked within the schedule, although the resources are preliminary, as shown in the Resource Profile in Appendix II, and this should be viewed as a concern;
- Certain critical and longest path activities have Start to Start and Finish to Finish relationships, with varying lags, with the reason for this resulting from the further development of the schedule in an attempt to accelerate certain activities;
- A winter work calendar has been included in the schedule for appropriate activities;
- A review of the relationships indicates that there are no Task Dependent activities which have an open predecessor or successor relationship;
- Certain activities have a excessive (over 200 days) float, which does not appear to be of concern in this project;
- Certain activities have a very long duration, which does not allow for proper detailed planning of the activities during the pre-construction or construction phases;
- Certain activities have negative float, which needs to be resolved to avoid missing the project end date; and
- A Substantial Completion activity is included in the schedule, and has the appropriate relationships tied to the activity to accurately reflect the work required to be completed to achieve Substantial Completion.

It is understood that this is a schedule based on 30% design and is likely continually developing; however, the above items are important to consider in the construction and review of a project schedule. As this serves as a comparison to the baseline for the project, these issues should and will continue to be addressed and further developed as the project progresses.

5.4 EllisDon Revised 30% Schedule Critical Path and Longest Path

In order to understand and evaluate the actual construction of the schedule, the critical and longest paths must be understood and evaluated. The critical path is defined, typically, as including any activities with 0 or less float. The longest path is simply the activities that when lined together create the duration of the project. The critical path likely has more activities than the longest path, as multiple activities and float lines may have 0 or less float. In both cases, if an activity slips by 1 day, it will impact the end date of the schedule by one day.

For this schedule, the critical path is defined as any activity that has 180 hours (22 days) or less of float. This results in a "near critical" path in lieu of a critical path and allows the management team to focus on activities that are, or may soon become, impactful to the project end date. This is not uncommon, and should not be considered a concern, merely how the schedule is produced. Further, there are certain activities with negative float. This typically means that the float path is pushing beyond the established milestone or project end date and will result in a delay to the schedule if modifications are not made.

Further, EllisDon has provided a Basis and Assumptions and Critical Path Narrative, dated October 26, 2018, which details the major project constraints and assumptions, production rates, calendars utilized on the project, major project details and assumptions, critical path information, and major schedule risks. As the updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule varies from the original HDR Baseline schedule significantly (as shown in the table above), this narrative details the reasons for this variation. Upon review and in discussion

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20



with the project team, it appears adequate consideration and planning has been given to these modifications and they appear reasonable.

The general critical path for the schedule is as follows, with the complete Critical Path schedule included in Appendix II:

- Board of Directors and FARM Committee meetings (#4 – 6)
- Lakeshore Bridge Eastbound and Westbound Design Packages
- PR#3 and PRJ#4 Test Piles and Soil Mixing
- Lakeshore Eastbound
 - Superstructure
 - Finishes
 - Restore Traffic
- Lakeshore Westbound
 - Toronto Hydro Relocation
 - Gas and Utility Relocation
 - Foundation
 - Sheet Piling and Tie Back
 - Demo, Shallow Excavation
 - Superstructure
 - Excavation of New Bays, Pile Install
 - Removal of Cofferdams
- PRJ#3 – West Plug
 - Rock Grade Control Structure
 - Armour Stone
 - Planting Soil
 - Submergent & Emergent
 - Plants Establishment
- PRJ#4 – North of Overflow
 - Shallow Excavation and Soil Remediation
 - Bed Stone Layer
 - Riverbed Material
 - Armour Stone
 - Planting



- Promontory Park South
 - Walls
 - Pavement
 - Furnishing
 - Soil Placement
 - Play Area Install
- River Park North
 - Grading
 - Utilities
 - Retaining Wall
 - Pavement
 - Furnishing
 - Play Area Finishes
 - Soil Placement
 - Play Area Installation
 - Tree Planting and Shrubs and Groundcover
 - Testing and Commissioning
- River Park South
 - Grading
 - Utilities
 - Walls
 - Pavement
 - Furnishing
 - Soil Placement
 - Tree Planting and Shrubs and Groundcover
 - Testing and Commissioning
- Flow Control Weirs
- Substantial Performance of PLFPEI Program

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22



The longest path consists of activities with varying levels of Total Float. The Total Float varies from 15 days to 82 days, and generally includes Lakeshore Bridge activities. Lakeshore Bridge appears to be the longest path through the project, with both critical and non-critical activities. The longest path of the project can be seen in detail in Appendix II, and is generally as follows:

- Lakeshore Eastbound
 - Utility Relocation
 - Foundation
 - Sheet Piling
 - Demo, Shallow Excavation
 - Superstructure
 - Finishes
 - Restore Traffic
- Lakeshore Westbound
 - Toronto Hydro Relocation
 - Gas and Utility Relocation
 - Foundation
 - Demo, Shallow Excavation
 - Superstructure
 - Excavation of New Bays
 - Removal of Cofferdams
- PRJ#4 – North Plug Dry and Wet Excavation and Soil Remediation
- Flow Control Weirs
- Substantial Performance of PLFPEI Program

The above Critical and Longest Paths appear reasonable in organization and construct, and to align with the overall project. There do not appear to be any significant issues with the development of the schedule relative to these two paths.

5.5 Work Breakdown Structure

The Work Breakdown Structure (WBS) of the Project Schedule provides an outline and framework for the organization of the work to be completed. Work activities are assigned to the appropriate WBS, at certain levels, to achieve this organization. The updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule includes a WBS format with 6 levels. The high levels include the overall project level and:

- Key Project Milestones
- Board/Committee Meetings Milestones
- Pre-Construction
 - Design and Engineering
 - Environmental Assessment
 - Permits and Approvals

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23



- Property Acquisition
 - Construction Permits
 - Tender, Evaluation, and Award of Subcontractors
- Construction
 - Early Field Works
 - Roads and Services
 - Bridges and Structure
 - Rivers, Earth Work, and Flood Protection
 - Parks and Public Realm

Within each high level, additional breakdowns exist. The WBS organization for this project appears reasonable and is in line with how the project will likely be constructed. The WBS organization can be found in Appendix I.

5.6 Resource Usages Profile

Project schedules often include resource allocation and loading. The updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule project schedule provided for review includes limited manpower resource loading. No cost loading is included at this stage of development of the schedule and will likely be included in future revisions of the schedule, which is not uncommon.

BTY has been advised that the resource loading is preliminary and should not be relied upon at this early stage of development. However, upon review of the Resource Loading provided, we note the following:

- There are certain peaks in resource usage in October 2019, January 2020, October and November 2020, November 2021, and May 2022. These peaks do not appear to exactly align with the scheduled work activities and could be the result of inaccurate loading of resources.
- Certain months do not have any resources allocated.

Reference Appendix II for the Resource Profile.

5.7 Activities with Over 200 Days Total Float

Total Float is defined as the amount of time that a task in a project network can be delayed without causing a delay to subsequent tasks' project completion date. Certain activities will naturally have float, as they are not driving the completion of the work. In some cases, a scheduled activity will have excessive total float (over 200 days) if the activity does not have proper logic ties connecting it to successor activities or if the scheduled Early Start of the activity can occur very early in the project schedule.

Within the updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule provided for review, BTY has identified multiple activities with Total Float more than 200 days. The activities generally fall into

- Design
- RFP/RFQ
- Procurement
- WBS Summary
- Minimal Construction Activities



For this schedule, the activities which have over 200 days of Total Float appear reasonable, and do not appear to be related to schedule logic issues. The activities generally have an appropriate Early Start date and are tied to an appropriate successor activity.

Specifically, the design, RFP/RFQ, and procurement activities commence at or near the beginning of the project and will likely be completed prior to the commencement of the work in those areas. The summary bars track the overall duration of a group of activities, with the float likely related to the overall completion of the project, not the path within each section. Most of the construction items relate to pre-construction activities, such as Site Preparation or Demolition, and can likely occur prior to the actual commencement of construction.

Please reference Appendix II Schedule Items for a complete list of activities which have over 200 days of Total Float.

5.8 Additional Identified Potential Risks

Although BTY was not contracted to review the adequacy of the schedule itself, certain risk items relative to the construction of the schedule are noted. A detailed risk analysis was not performed, with only a high-level review utilizing the P6.xer file for the results. Should further risk analysis be requested, a more detail review can be performed.

Additional Risk Items Include:

- Certain activities have negative float, which indicates that the float path extends beyond a set milestone or end date;
- Certain critical path activities have durations over 200 days, which does not allow for detailed management or updating of certain activities;
- Certain significant variations exist between the baseline dates and durations provided, as seen in the table in Section 3.1;
- HDR schedule review items as detailed in Section 3.2;
- Most of the critical path relies on activities outside of construction, including design, land acquisition, utility design and relocation, and commission and board input;
- The preliminary resource loading of the schedule indicates significant peaks at certain time periods, and as such may represent staffing issues during those periods;
- The durations differ greatly between the HDR Detailed Project Schedule, which serves as the baseline schedule and the current updated EllisDon PLFP – Re-Baseline – Revised 30% Schedule. It is not unlikely that further detail and development have precipitated these changes; however, such significant changes, either plus or minus, in duration can be a risk;
- Although a winter calendar has been accounted for relative to activities impacted by low temperatures and inclement weather, it is only covering December through March. Should inclement weather occur prior to December or after March, schedule impacts will be likely;
- Multiple critical and longest path activities have relationships with considerable lag to facilitate a certain start/finish date for the predecessor and successor relationships that do not appear to have a logical driving reason that could in turn skew future updates or modifications to the schedule if not properly addressed, and
- Certain activities have a long float, which could result in logic issues as the schedule is updated and revised during the project period.

These risks may not occur, and mitigation opportunities would likely be available for each. However, at this point of the development of the schedule, these items should be considered as risks that could impact the use of the schedule throughout the project.

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25



5.9 Conclusion

The review of this schedule has been performed with the intent to understand the construction of the schedule, any issues with this construction, and any potential issues that could stem from these baseline issues.

In general, the schedule appears to be organized appropriately, does not have any significant logic issues, and appears adequate for use during construction.

BTY notes that the project schedule is continuing to develop, and the issues mentioned herein are reasonable for a schedule at this stage of development.

The project team appears to be addressing the appropriate issues and implementing a standard development process.

The risks and items identified in the previous sections of this report should be considered and addressed by the appropriate parties as necessary.

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26



6.0 List of Reviewed Documents

The following documents were reviewed by BTY for this report:

- Due Diligence Report (October 20, 2016)
- Budgets:
 - Due diligence budget (October 2016)
 - 30% Design Budgets:
 - Cost Estimates from Designer's Cost Consultants (Hanscomb, Vermuelens, A.W.Hooker)
 - Master Estimate – All Projects (August 31, 2018)
 - Budget Chronology Rev 1 (November 19, 2018)
 - WT DD Budgets vs Current Rev 13 (October 31, 2018)
 - PL WP Structure including Budgets v3 (March 6, 2018 and revised November 1, 2018)
 - Altus/WT Cost Optimization Summary
 - Capital Peer Review Panel 30% Budget Update Presentation (November 7, 2018)
- Risk Analysis:
 - HDR Risk Analysis Results Updates (Various up to November 2018)
- Capital Approvals:
 - Capital Approvals Hard Costs – FARM presentation (May 31, 2018)
 - Capital Approvals Soft Costs – FARM presentation (November 30, 2017)
- Monthly Dashboard Reports:
 - Waterfront Toronto (August 2018)
 - EllisDon (August 2018)
- Schedule:
 - HDR Detailed Project Schedule (June 10, 2016)
 - HDR Cost Risk Assessment (June 15, 2016)
 - Lower Don River Due Diligence and Validation Report (March 21, 2016)
 - 30% Design Program Baseline Schedule P6.xer file for analysis of schedule construction and dates, with a data date of June 30, 2018;
 - Risk Register dated November 1, 2018;
 - Revised 30% Design Schedule Basis and Assumptions and Critical Path Narrative, Ellis Don, dated October 26, 2018, and
 - 30% Design Program Baseline Schedule P6.xer file for analysis of schedule construction and dates, with a data date of October 15, 2018.



SCHEDULE ANALYSIS

Waterfront Toronto Port Lands Flood Protection Project

APPENDICES

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





























APPENDIX I


























WBS Summary

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		19-Nov-18 06:12
WBS Code	WBS Name	Total Activities
PLFP-BSL-201810RE	PLFP - Re-Baseline - Revised 30% Copy	1345
PLFP-BSL-201810RE-1	KEY PROJECT MILESTONES	21
PLFP-BSL-201810RE-2	BOARD/COMMITTEE MEETINGS MILESTONES	11
PLFP-BSL-201810RE-5	PRE-CONSTRUCTION	850
PLFP-BSL-201810RE-5-01	Design & Engineering	553
PLFP-BSL-201810RE-5-01-00	General Support Plans [Turbidity Monitoring, Noise & Vibration Mon	1
PLFP-BSL-201810RE-5-01-01	Roads & Services	126
PLFP-BSL-201810RE-5-01-02	Bridges & Structure	62
PLFP-BSL-201810RE-5-01-02-3	PR.# 14b - Cherry Street Bridge North	12
PLFP-BSL-201810RE-5-01-02-4	PR.# 14c - Cherry Street Bridge South	11
PLFP-BSL-201810RE-5-01-02-1	PR.# 14d - Old Cherry Street Bridge Demolition	11
PLFP-BSL-201810RE-5-01-02-5	PR.# 15b - Commissioners Street Bridge	11
PLFP-BSL-201810RE-5-01-02-10	PR.# 13 - Lakeshore Road and Rail Bridge Modification	17
PLFP-BSL-201810RE-5-01-02-10-1	Bridge Design	11
PLFP-BSL-201810RE-5-01-02-10-2	Existing Utility Relocation/Removal	6
PLFP-BSL-201810RE-5-01-03	Rivers, Earth Work & Flood Protection	291
PLFP-BSL-201810RE-5-01-03-01	Soil Management Operations (Program Wide) (MVVA Package 4)	11
PLFP-BSL-201810RE-5-01-03-2	PR.# 2 - Polson Slip Naturalization	23
PLFP-BSL-201810RE-5-01-03-2-01	Site Preparation and Demolition (MVVA Package 5)	6
PLFP-BSL-201810RE-5-01-03-2-2	Deep Soil Mixing (DSM) (MVVA Package 6)	6
PLFP-BSL-201810RE-5-01-03-2-3	Structures/Marine (MVVA Package 9)	10
PLFP-BSL-201810RE-5-01-03-03	PR.# 3 - River Valley System	73
PLFP-BSL-201810RE-5-01-03-03-1	Site Preparation and Demolition (MVVA Package 1 & 2)	12
PLFP-BSL-201810RE-5-01-03-03-1-1	West & East Cell , SMF#1 Area	6
PLFP-BSL-201810RE-5-01-03-03-1-2	West Plug	6
PLFP-BSL-201810RE-5-01-03-03-01	Deep Soil Mixing (DSM)	19
PLFP-BSL-201810RE-5-01-03-03-01-1	West & East Cell (MVVA Package 3)	13
PLFP-BSL-201810RE-5-01-03-03-01-2	West Plug (MVVA Package 6)	6
PLFP-BSL-201810RE-5-01-03-03-02	Excavation (Shallow+Deep) (MVVA Package 7)	20
PLFP-BSL-201810RE-5-01-03-03-02-1	West & East Cell	10
PLFP-BSL-201810RE-5-01-03-03-02-2	West Plug	10
PLFP-BSL-201810RE-5-01-03-03-6	Landscaping and Finishes (MVVA Package 8)	21
PLFP-BSL-201810RE-5-01-03-03-6-1	West & East Cell	11
PLFP-BSL-201810RE-5-01-03-03-6-2	West Plug	10
PLFP-BSL-201810RE-5-01-03-4	PR.# 4 - Don Greenway - Spillway & Wetland	64
PLFP-BSL-201810RE-5-01-03-4-01	Demo and Site Prep (MVVA Package 5)	7
PLFP-BSL-201810RE-5-01-03-4-02	Deep Soil Mixing (MVVA Package 6)	6
PLFP-BSL-201810RE-5-01-03-4-03	Excavation (Shallow+Deep) (MVVA Package 7)	10
PLFP-BSL-201810RE-5-01-03-4-1	North and South Plug (MVVA Package 7)	10
PLFP-BSL-201810RE-5-01-03-4-2	Structure/Marine (MVVA Package 9)	20
PLFP-BSL-201810RE-5-01-03-4-2-01	North of Overflow	10
PLFP-BSL-201810RE-5-01-03-4-2-1	South of Overflow	10
PLFP-BSL-201810RE-5-01-03-4-6	Landscaping and Finishes (MVVA Package 8)	10
PLFP-BSL-201810RE-5-01-03-1	PR.# 8 - Don Roadway Valley Wall Feature	34
PLFP-BSL-201810RE-5-01-03-1-3	Site Preparation and Demolition (MVVA Package 5)	7
PLFP-BSL-201810RE-5-01-03-1-1	Rough Grading (Fill) (MVVA Package 7)	20
PLFP-BSL-201810RE-5-01-03-1-1-1	North of Commissioners	10
PLFP-BSL-201810RE-5-01-03-1-1-2	South of Commissioners	10
PLFP-BSL-201810RE-5-01-03-1-2	Landscaping and Finishes (MVVA Package 8)	6
PLFP-BSL-201810RE-5-01-03-13	PR.# 9 - First Gulf/Unilever Site Flood Protection Landform (MVVA I	11
Page 1 of 3		© Oracle Corporation

WBS Code		WBS Name	19-Nov-18 06:12 Total Activities
	PLFP-BSL-201810RE-5-01-03-11	PR.# 10 - Sediment and Debris Management Area (MVVA Package 9)	11
	PLFP-BSL-201810RE-5-01-03-12	PR.# 11 - Flow Control Weirs (MVVA Package 9)	11
	PLFP-BSL-201810RE-5-01-03-3	PR.# 12 - Eastern Ave Flood Protection (MVVA Package 9)	11
	PLFP-BSL-201810RE-5-01-03-9	PR.# 16 - Keating Channel Modification (MVVA Package 9)	31
	PLFP-BSL-201810RE-5-01-03-9-1	Removal & Demo	10
	PLFP-BSL-201810RE-5-01-03-9-3	Modification & Flood Protection	10
	PLFP-BSL-201810RE-5-01-03-9-2	Heritage Buildings Relocation Package	10
	PLFP-BSL-201810RE-5-01-03-14	PR.# 19 - Villiers Island Grading (MVVA Package 9)	11
	PLFP-BSL-201810RE-5-01-7	Parks and Public Realm	73
	PLFP-BSL-201810RE-5-01-7-10	PR.# 17b - Promontory Park South	19
	PLFP-BSL-201810RE-5-01-7-10-1	Site Preparation and Demolition (MVVA Package 5)	6
	PLFP-BSL-201810RE-5-01-7-10-3	Rough Grading (Fill) (MVVA Package 7)	6
	PLFP-BSL-201810RE-5-01-7-10-2	Landscaping and Finishes (MVVA Package 9)	6
	PLFP-BSL-201810RE-5-01-7-6	PRJ # 20 River Park North	37
	PLFP-BSL-201810RE-5-01-7-6-1	Site Preparation and Demolition (MVVA Package 2)	6
	PLFP-BSL-201810RE-5-01-7-6-2	Rough Grading (Fill) (MVVA Package 7)	10
	PLFP-BSL-201810RE-5-01-7-6-3	Structures/Marine (MVVA Package 9)	10
	PLFP-BSL-201810RE-5-01-7-6-4	Landscaping and Finishes (MVVA Package 9)	10
	PLFP-BSL-201810RE-5-01-7-1	PRJ # 21 River Park South	17
	PLFP-BSL-201810RE-5-01-7-1-1	Rough Grading (Fill) (MVVA Package 7)	6
	PLFP-BSL-201810RE-5-01-7-1-4	Landscaping and Finishes (MVVA Package 9)	10
	PLFP-BSL-201810RE-5-02	Environmental Site Assessment	3
	PLFP-BSL-201810RE-5-03	Permits & Approvals	58
	PLFP-BSL-201810RE-5-03-1	Environmental	12
	PLFP-BSL-201810RE-5-03-2	Roads Permits	20
	PLFP-BSL-201810RE-5-03-3	Bridges Permits	13
	PLFP-BSL-201810RE-5-03-4	Parks, Public Realm, and River Permits	13
	PLFP-BSL-201810RE-5-04	Property Acquisition	25
	PLFP-BSL-201810RE-5-04-1	Commissioners Street	14
	PLFP-BSL-201810RE-5-04-2	Cherry Street	4
	PLFP-BSL-201810RE-5-04-3	Villiers Street	5
	PLFP-BSL-201810RE-5-04-4	Munition Street	1
	PLFP-BSL-201810RE-5-04-5	Lakeshore Blvd East	1
	PLFP-BSL-201810RE-5-05	Construction Permits	1
	PLFP-BSL-201810RE-5-06	Tender, Evaluation & Award of Subcontractors	210
	PLFP-BSL-201810RE-5-06-00	General Conditions Contracts	51
	PLFP-BSL-201810RE-5-06-1	Site Preparation	15
	PLFP-BSL-201810RE-5-06-2	Demolition	12
	PLFP-BSL-201810RE-5-06-02	Roads Contracts	16
	PLFP-BSL-201810RE-5-06-03	Utilities Contracts	12
	PLFP-BSL-201810RE-5-06-04	Bridges Contracts	27
	PLFP-BSL-201810RE-5-06-05	Earth Works, River and Flood Protection Contracts	47
	PLFP-BSL-201810RE-5-06-12	Parks and Public Realms Contracts	30
	PLFP-BSL-201810RE-6	CONSTRUCTION	463
	PLFP-BSL-201810RE-6-00	Early Field Works	4
	PLFP-BSL-201810RE-6-25	Rivers, Earth Work & Flood Protection	218
	PLFP-BSL-201810RE-6-25-2	Soil Treatment Plant & Stockpile Area # 1 (Program Wide)	7
	PLFP-BSL-201810RE-6-25-15	PR.# 2 - Polson Slip Naturalization	25
	PLFP-BSL-201810RE-6-25-1	PR.# 3 - River Valley System	52
	PLFP-BSL-201810RE-6-25-5	PR.# 4 - Don Greenway - Spillway & Wetland	85
		Page 2 of 3	© Oracle Corporation

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WBS Code	WBS Name	Total Activities	
 PLFP-BSL-201810RE-6-25-7	PR.# 8 - Don Roadway Valley Wall Feature	15	
 PLFP-BSL-201810RE-6-25-21	PR.# 9 - First Gulf/Unilever Site Flood Protection Landform	3	
 PLFP-BSL-201810RE-6-25-16	PR.# 10 - Sediment and Debris Management Area	12	
 PLFP-BSL-201810RE-6-25-14	PR.# 11 - Flow Control Weirs	8	
 PLFP-BSL-201810RE-6-25-22	PR.# 12 - Eastern Avenue Flood Protection	3	
 PLFP-BSL-201810RE-6-25-18	PR.# 16 - Keating Channel Modification	4	
 PLFP-BSL-201810RE-6-25-19	PR.# 19 - Villiers Island Grading	4	
 PLFP-BSL-201810RE-6-4	Bridges & Structure	69	
 PLFP-BSL-201810RE-6-4-1	PR.# 14b - Cherry Street Bridge North	14	
 PLFP-BSL-201810RE-6-4-2	PR.# 14c - Cherry Street Bridge South	13	
 PLFP-BSL-201810RE-6-4-4	PR.# 13 - Lake Shore Road and Rail Bridge Modification	28	
 PLFP-BSL-201810RE-6-4-17	PR.# 14d - Old Cherry Street Bridge Demolition	6	
 PLFP-BSL-201810RE-6-4-3	PR.# 15b - Commissioners Street Bridge	8	
 PLFP-BSL-201810RE-6-20	Roads & Services	129	
 PLFP-BSL-201810RE-6-20-9	PR.# 5 - Sitewide Municipal Infrastructure	19	
 PLFP-BSL-201810RE-6-20-10	PR.# 14a - Cherry Street Realignment	29	
 PLFP-BSL-201810RE-6-20-11	PR.# 15a - Commissioners Street West to New Cherry	52	
 PLFP-BSL-201810RE-6-20-4	PR.# 15c - Commissioners Street East to Saulter	15	
 PLFP-BSL-201810RE-6-20-8	PR.# 7a - Don Roadway North	11	
 PLFP-BSL-201810RE-6-20-6	PR.# 18- Hydro One Integration	3	
 PLFP-BSL-201810RE-6-3	Parks and Public Realm	43	
 PLFP-BSL-201810RE-6-3-12	PR.# 17b - Promontory Park South	16	
 PLFP-BSL-201810RE-6-3-23	PR.# 20- River Park North	13	
 PLFP-BSL-201810RE-6-3-24	PR.# 21 - River Park South	11	
 PLFP-BSL-201810RE-6-3-1	PR.# 20 & 21 Pedestrian Bridge	3	
Page 3 of 3		© Oracle Corporation	

APPENDIX II

Schedule Documents

CRITICAL PATH

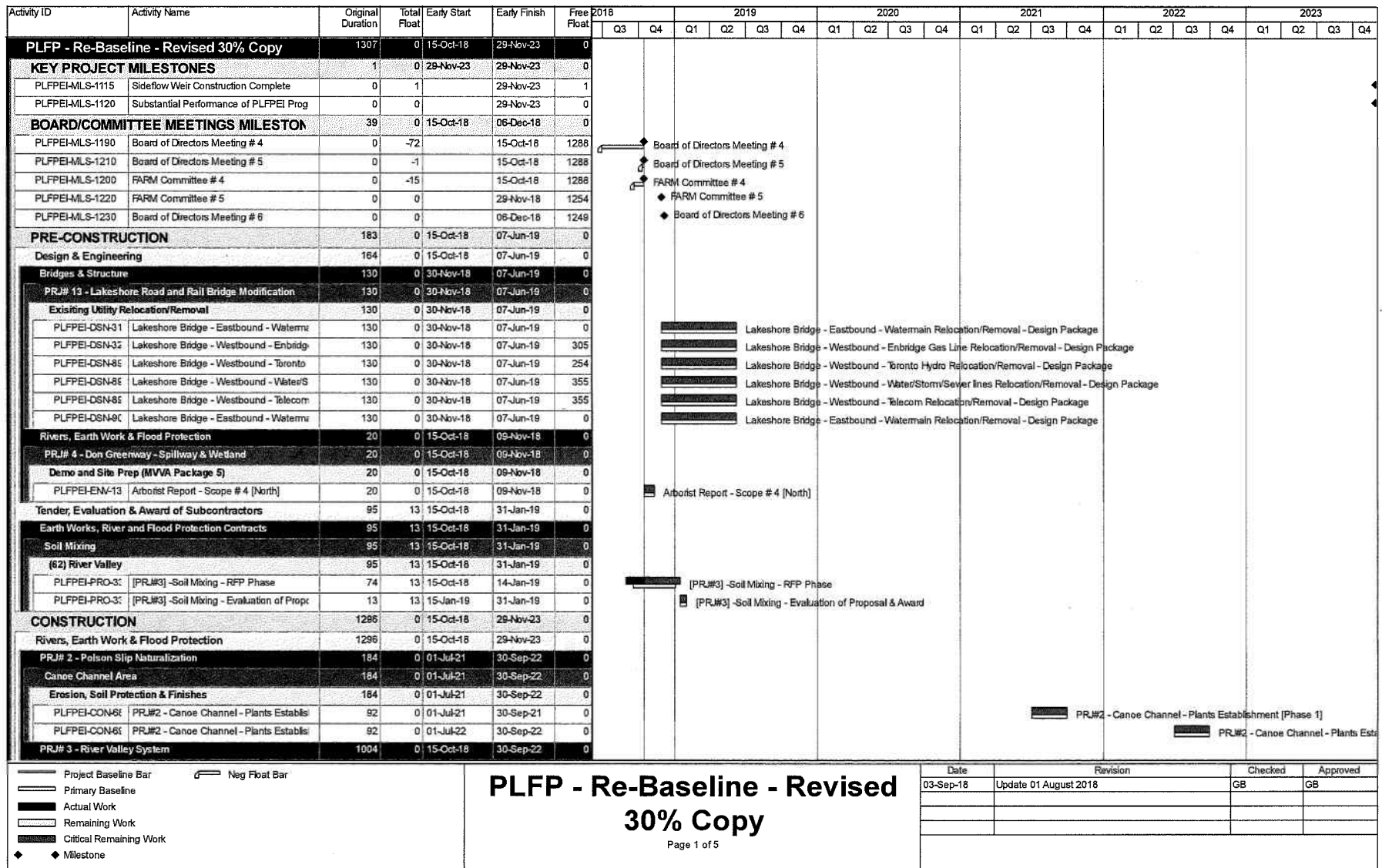
LONGEST PATH

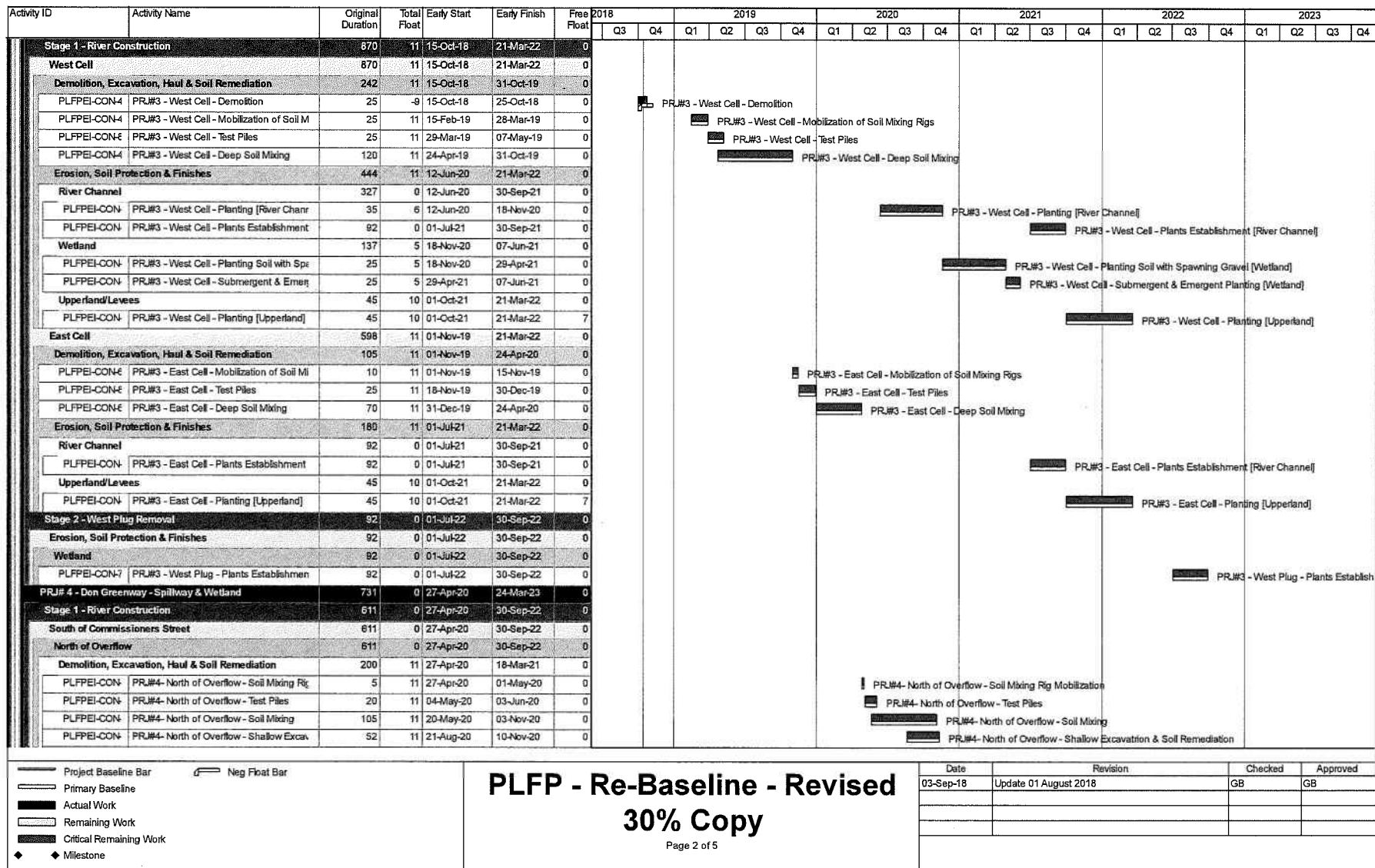
LOGIC REPORT

TOTAL FLOAT OVER 200 DAYS

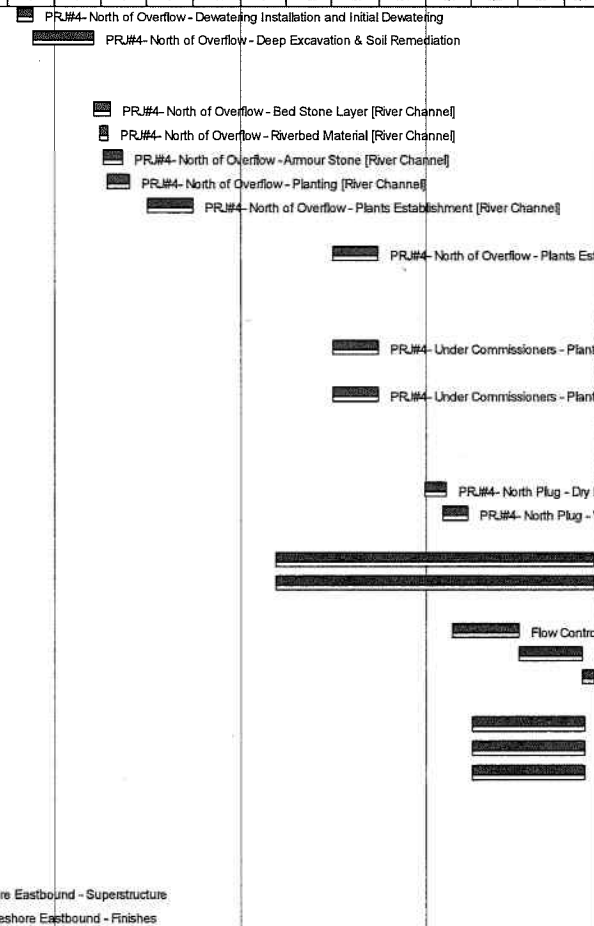
RESOURCE PROFILE

2288 Manitoba St., Vancouver, BC, V5Y 4B5
T 604 734 3126





Activity ID	Activity Name	Original Duration	Total Float	Early Start	Early Finish	Free Float	2018		2019				2020				2021				2022				2023			
							Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PLFPEI-CON	PRJ#4- North of Overflow - Dewatering In	20	11	19-Oct-20	18-Nov-20	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Deep Excavat	70	11	19-Nov-20	18-Mar-21	0																						
Erosion, Soil Protection & Finishes		386	0	19-Mar-21	30-Sep-22	0																						
River Channel		135	0	19-Mar-21	30-Sep-21	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Bed Stone La	20	11	19-Mar-21	20-Apr-21	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Riverbed Mate	12	11	29-Mar-21	15-Apr-21	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Armour Stone	25	11	06-Apr-21	14-May-21	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Planting [Five	30	11	13-Apr-21	28-May-21	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Plants Establish	92	0	01-Jul-21	30-Sep-21	0																						
Wetland		92	0	01-Jul-22	30-Sep-22	0																						
PLFPEI-CON	PRJ#4- North of Overflow - Plants Establish	92	0	01-Jul-22	30-Sep-22	0																						
Under Commissioners Street Bridge		92	0	01-Jul-22	30-Sep-22	0																						
Erosion, Soil Protection & Finishes		92	0	01-Jul-22	30-Sep-22	0																						
River Channel		92	0	01-Jul-22	30-Sep-22	0																						
PLFPEI-CON	PRJ#4- Under Commissioners - Plants Es	92	0	01-Jul-22	30-Sep-22	0																						
Wetland		92	0	01-Jul-22	30-Sep-22	0																						
PLFPEI-CON	PRJ#4- Under Commissioners - Plants Es	92	0	01-Jul-22	30-Sep-22	0																						
Stage 2 - South & North Plugs Removal		50	0	30-Dec-22	24-Mar-23	0																						
North Plug		50	0	30-Dec-22	24-Mar-23	0																						
Demolition, Excavation, Haul & Soil Remediation		50	0	30-Dec-22	24-Mar-23	0																						
PLFPEI-CON-4	PRJ#4- North Plug - Dry Excavation & Soi	25	0	30-Dec-22	10-Feb-23	0																						
PLFPEI-CON-4	PRJ#4- North Plug - Wet Excavation & Sc	30	0	03-Feb-23	24-Mar-23	0																						
PRJ# 11 - Flow Control Weirs		433	0	11-Mar-22	29-Nov-23	0																						
PLFPEI-CONC-24	Flow Control Weirs Summary Work (Cost	275	0	11-Mar-22	29-Nov-23	0																						
PLFPEI-CONC-26	Flow Control Weirs-Construction Admin-Su	391	0	11-Mar-22	29-Nov-23	0																						
Downstream		195	0	22-Feb-23	29-Nov-23	0																						
PLFPEI-CON-24	Flow Control - Sidelow Cofferdam (Sheet	25	0	22-Feb-23	04-Jul-23	0																						
PLFPEI-CON-24	Flow Control - Sidelow - Downstream	80	0	05-Jul-23	06-Nov-23	0																						
PLFPEI-CON-24	Flow Control - Sidelow Cofferdams Remc	15	0	07-Nov-23	29-Nov-23	0																						
PRJ# 12- Eastern Avenue Flood Protection		153	14	03-Apr-23	09-Nov-23	0																						
PLFPEI-CON-330	PRJ#12 - Eastern Avenue Flood Protectic	140	13	03-Apr-23	09-Nov-23	13																						
PLFPEI-CONC-13	Eastern Avenue Flood Protection Summe	140	13	03-Apr-23	09-Nov-23	13																						
PLFPEI-CONC-26	Eastern Avenue - Construction Admin-Su	140	13	03-Apr-23	09-Nov-23	13																						
Bridges & Structure		689	0	01-Apr-20	29-Dec-22	0																						
PRJ# 13 - Lake Shore Road and Rail Bridge Modification		689	0	01-Apr-20	29-Dec-22	0																						



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Page 3 of 5

Date	Revision	Checked	Approved
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Activity ID	Activity Name	Original Duration	Total Float	Early Start	Early Finish	Free Float	2018				2019				2020				2021				2022				2023								
							Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
PLFPEI-CON-71	Lakeshore Eastbound - Restore Traffic To	4	14	07-Jul-20	10-Jul-20	0																													
Westbound		619	0	13-Jul-20	29-Dec-22	0																													
Utilities [Work By Others]		180	14	13-Jul-20	04-May-21	0																													
PLFPEI-CON-71	Lakeshore Westbound - Toronto Hydro Re	90	14	13-Jul-20	03-Dec-20	0																													
PLFPEI-CON-71	Lakeshore Westbound - Enbridge Gas Rel	90	14	24-Sep-20	19-Feb-21	0																													
PLFPEI-CON-71	Lakeshore Westbound - Other Utilities Re	90	14	04-Dec-20	04-May-21	0																													
Westbound Bridge Works [Vehicular and Rail Bridge]		414	0	06-May-21	29-Dec-22	0																													
PLFPEI-CON-71	Lakeshore Westbound - Foundation	55	14	06-May-21	29-Jul-21	0																													
PLFPEI-CON-81	Lakeshore Westbound - Sheet Piling Nev	30	15	30-Jul-21	13-Sep-21	0																													
PLFPEI-CON-81	Lakeshore Westbound - Tie Back North S	30	15	14-Sep-21	26-Oct-21	1																													
PLFPEI-CON-71	Lakeshore Westbound - Demo, Shallow E	80	13	28-Oct-21	10-Mar-22	0																													
PLFPEI-CON-71	Lakeshore Westbound - Superstructure	80	0	01-Apr-22	04-Aug-22	0																													
PLFPEI-CON-71	Lakeshore Westbound - Excavation of Ne	70	0	05-Aug-22	24-Nov-22	0																													
PLFPEI-CON-71	Lakeshore Westbound - Removal of The	20	0	25-Nov-22	29-Dec-22	0																													
Parks and Public Realm		550	17	27-Aug-21	06-Nov-23	0																													
PRJ# 17b - Promontory Park South		358	24	17-Mar-22	18-Aug-23	0																													
Earth Work		60	0	01-Apr-22	06-Jul-22	0																													
Park North Area		60	0	01-Apr-22	06-Jul-22	0																													
PLFPEI-CON-61	Promontory Park North - Receive Fill Front	60	0	01-Apr-22	06-Jul-22	213																													
Park Construction		358	24	17-Mar-22	18-Aug-23	0																													
PLFPEI-CON-81	Promontory Park South - Walls (Incl Fdns	25	18	17-Mar-22	26-Apr-22	0																													
PLFPEI-CON-81	Promontory Park South - Pavement (Incl	30	18	25-Mar-22	10-May-22	0																													
PLFPEI-CON-81	Promontory Park South - Furnishing	30	18	01-Apr-22	18-May-22	0																													
PLFPEI-CON-81	Promontory Park South - Play Area Finish	130	22	12-May-22	30-Nov-22	0																													
PLFPEI-CON-59	Promontory Park South - Soil Placement	95	18	19-May-22	11-May-23	12																													
PLFPEI-CON-82	Promontory Park South - Play Area Instal	160	22	01-Dec-22	18-Aug-23	0																													
PRJ# 20 - River Park North		550	17	27-Aug-21	06-Nov-23	0																													
PLFPEI-CON-363	River Park North - Grading	60	3	27-Aug-21	01-Apr-22	0																													
PLFPEI-CON-13	River Park North - Summary Work [Cost Li	352	15	27-Aug-21	06-Nov-23	15																													
PLFPEI-CON-26	River Park North-Construction Admin-Surr	494	15	27-Aug-21	06-Nov-23	15																													
PLFPEI-CON-821	River Park North - Utilities (Electrical, Stor	60	3	07-Jan-22	18-Apr-22	0																													
PLFPEI-CON-822	River Park North - Retaining Walls (Incl Fc	25	3	19-Apr-22	26-May-22	0																													
PLFPEI-CON-823	River Park North - Pavement (Incl Fdns)	30	3	27-Apr-22	09-Jun-22	0																													
PLFPEI-CON-824	River Park North - Furnishing incl. Free St	30	3	04-May-22	04-Oct-22	0																													
PLFPEI-CON-826	River Park North - Play Area Finishes	130	8	10-Jun-22	04-Jan-23	0																													
PLFPEI-CON-825	River Park North - Soil Placement	95	3	05-Oct-22	12-Jun-23	0																													
PLFPEI-CON-827	River Park North - Play Area Installation	160	8	05-Jan-23	19-Sep-23	0																													
PLFPEI-CON-828	River Park North - Tree Planting	80	3	19-Jun-23	12-Oct-23	0																													
PLFPEI-CON-829	River Park North - Shrubs & Groundcover	80	8	26-Jun-23	19-Oct-23	8																													

Project Baseline Bar

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Primary Baseline

Actual Work

Remaining Work

Critical Remaining Work

Milestone

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Page 4 of 5

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Activity ID	Activity Name	Original Duration	Total Float	Early Start	Early Finish	Free Float	2018	2019				2020				2021				2022				2023				
							Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PLFPEI-CON-4104	PRJ#3 - West Cell - Submergent & Emerg	25	5	29-Apr-21	07-Jun-21	0																						
PLFPEI-CON-7884	Lakeshore Westbound - Foundation	55	14	06-May-21	29-Jul-21	0																						
PLFPEI-CON-4154	PRJ#3 - West Cell - Plants Establishment	92	0	01-Jul-21	30-Sep-21	0																						
PLFPEI-CON-6674	PRJ#3 - East Cell - Plants Establishment	92	0	01-Jul-21	30-Sep-21	0																						
PLFPEI-CON-6874	PRJ#2 - Canoe Channel - Plants Establish	92	0	01-Jul-21	30-Sep-21	0																						
PLFPEI-CON-7434	PRJ#4- North of Overflow - Plants Establi	92	0	01-Jul-21	30-Sep-21	0																						
PLFPEI-CON-8014	Lakeshore Westbound - Sheet Piling Nev	30	15	30-Jul-21	13-Sep-21	0																						
PLFPEI-CON-3630	River Park North - Grading	60	3	27-Aug-21	01-Apr-22	0																						
PLFPEI-CONC-1300	River Park North - Summary Work [Cost Li	352	15	27-Aug-21	06-Nov-23	15																						
PLFPEI-CONC-2680	River Park North-Construction Admin-Surr	494	15	27-Aug-21	06-Nov-23	15																						
PLFPEI-CON-8054	Lakeshore Westbound - Tie Back North S	30	15	14-Sep-21	26-Oct-21	1																						
PLFPEI-CON-5934	River Park South - Grading	40	3	29-Sep-21	01-Apr-22	0																						
PLFPEI-CONC-1310	River Park South Summary Work [Cost Li	325	22	29-Sep-21	26-Oct-23	22																						
PLFPEI-CONC-2690	River Park South-Construction Admin-Sur	467	22	29-Sep-21	26-Oct-23	22																						
PLFPEI-CON-4184	PRJ#3 - West Cell - Planting [Upperland]	45	10	01-Oct-21	21-Mar-22	7																						
PLFPEI-CON-6664	PRJ#3 - East Cell - Planting [Upperland]	45	10	01-Oct-21	21-Mar-22	7																						
PLFPEI-CON-7894	Lakeshore Westbound - Demo, Shallow E	80	13	28-Oct-21	10-Mar-22	0																						
PLFPEI-CON-8214	River Park North - Utilities (Electical, Stor	60	3	07-Jan-22	18-Apr-22	0																						
PLFPEI-CON-8314	River Park South - Utilities (Electical, Stor	60	3	07-Jan-22	18-Apr-22	0																						
PLFPEI-CONC-2400	Flow Control Weirs Summary Work [Cost	275	0	11-Mar-22	29-Nov-23	0																						
PLFPEI-CONC-2630	Flow Control Weirs-Construction Admin-Si	391	0	11-Mar-22	29-Nov-23	0																						
PLFPEI-CON-8154	Promontory Park South - Walls (Incl Fdns	25	18	17-Mar-22	26-Apr-22	0																						
PLFPEI-CON-8144	Promontory Park South - Pavement (Incl	30	18	25-Mar-22	10-May-22	0																						
PLFPEI-CON-6554	Promontory Park North - Receive Fill Fron	60	0	01-Apr-22	06-Jul-22	213																						
PLFPEI-CON-7904	Lakeshore Westbound - Superstructure	80	0	01-Apr-22	04-Aug-22	0																						
PLFPEI-CON-8164	Promontory Park South - Furnishing	30	18	01-Apr-22	18-May-22	0																						
PLFPEI-CON-8224	River Park North - Retaining Walls (Incl Fc	25	3	19-Apr-22	26-May-22	0																						
PLFPEI-CON-8324	River Park South - Walls (Incl Fdns)	25	3	19-Apr-22	26-May-22	0																						
PLFPEI-CON-8234	River Park North - Pavement (Incl Fdns)	30	3	27-Apr-22	09-Jun-22	0																						
PLFPEI-CON-8334	River Park South - Pavement (Incl Fdns)	30	3	27-Apr-22	09-Jun-22	0																						
PLFPEI-CON-8244	River Park North - Furnishing Incl. Free St	30	3	04-May-22	04-Oct-22	0																						
PLFPEI-CON-8344	River Park South - Furnishing	30	3	04-May-22	04-Oct-22	0																						
PLFPEI-CON-8184	Promontory Park South - Play Area Finish	130	22	12-May-22	30-Nov-22	0																						
PLFPEI-CON-5994	Promontory Park South - Soil Placement	95	18	19-May-22	11-May-23	12																						
PLFPEI-CON-8264	River Park North - Play Area Finishes	130	8	10-Jun-22	04-Jan-23	0																						
PLFPEI-CON-6904	PRJ#2 - Canoe Channel - Plants Establish	92	0	01-Jul-22	30-Sep-22	0																						
PLFPEI-CON-7044	PRJ#3 - West Plug - Plants Establishment	92	0	01-Jul-22	30-Sep-22	0																						
PLFPEI-CON-7404	PRJ#4- North of Overflow - Plants Establi	92	0	01-Jul-22	30-Sep-22	0																						
PLFPEI-CON-7504	PRJ#4- Under Commissioners - Plants Es	92	0	01-Jul-22	30-Sep-22	0																						

Project Baseline Bar

Primary Baseline

Actual Work

Remaining Work

Critical Remaining Work

Milestone

Neg Float Bar

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Page 2 of 3

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							Q3	Q4			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PLFPEI-CON-7534	PRJ#4- Under Commissioners - Plants Es	92	0	01-Jul-22	30-Sep-22	0																								
PLFPEI-CON-7844	Lakeshore Westbound - Excavation of Nk	70	0	05-Aug-22	24-Nov-22	0																								
PLFPEI-CON-8254	River Park North - Soil Placement	95	3	05-Oct-22	12-Jun-23	0																								
PLFPEI-CON-8364	River Park South - Soil Placement	95	3	05-Oct-22	12-Jun-23	0																								
PLFPEI-CON-7854	Lakeshore Westbound - Removal of The	20	0	25-Nov-22	29-Dec-22	0																								
PLFPEI-CON-8204	Promontory Park South - Play Area Instal	160	22	01-Dec-22	18-Aug-23	0																								
PLFPEI-CON-4894	PRJ#4- North Plug - Dry Excavation & Soi	25	0	30-Dec-22	10-Feb-23	0																								
PLFPEI-CON-8274	River Park North - Play Area Installation	160	8	05-Jan-23	19-Sep-23	0																								
PLFPEI-CON-4904	PRJ#4- North Plug - Wet Excavation & Sc	30	0	03-Feb-23	24-Mar-23	0																								
PLFPEI-CON-2450	Flow Control - Sideflow Cofferdam (Sheet	25	0	22-Feb-23	04-Jul-23	0																								
PLFPEI-CON-3300	PRJ#12 - Eastern Avenue Flood Protectic	140	13	03-Apr-23	09-Nov-23	13																								
PLFPEI-CONC-1380	Eastern Avenue Flood Protection Summa	140	13	03-Apr-23	09-Nov-23	13																								
PLFPEI-CONC-2640	Eastern Avenue - Construction Admin-Sui	140	13	03-Apr-23	09-Nov-23	13																								
PLFPEI-CON-8284	River Park North - Tree Planting	80	3	19-Jun-23	12-Oct-23	0																								
PLFPEI-CON-8384	River Park South - Tree Planting	80	3	19-Jun-23	12-Oct-23	0																								
PLFPEI-CON-8294	River Park North - Shrubs & Groundcover	80	8	26-Jun-23	19-Oct-23	8																								
PLFPEI-CON-8394	River Park South - Shrubs & Groundcover	80	8	26-Jun-23	19-Oct-23	5																								
PLFPEI-CON-2460	Flow Control - Sideflow - Downstream	80	0	05-Jul-23	06-Nov-23	0																								
PLFPEI-CON-8404	River Park South - Test & Commissioning	40	22	22-Aug-23	26-Oct-23	22																								
PLFPEI-CON-8304	River Park North- Test & Commissioning	40	15	05-Sep-23	08-Nov-23	15																								
PLFPEI-CON-2470	Flow Control - Sideflow Cofferdams Remc	15	0	07-Nov-23	29-Nov-23	0																								
PLFPEI-MLS-1115	Sideflow Weir Construction Complete	0	1		29-Nov-23	1																								
PLFPEI-MLS-1120	Substantial Performance of PLFPEI Prog	0	0		29-Nov-23	0																								

Project Baseline Bar

Primary Baseline

Actual Work

Remaining Work

Critical Remaining Work

Milestone

Neg Float Bar

PLFP - Re-Baseline - Revised

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Page 3 of 3

Date	Revision	Checked	Approved
03-Sep-18	Update 01 August 2018	GB	GB

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-CON-	Flow Control - Sideflow Cofferdam [Sheet Piles] - Downstream	PLFPEI-CON-4904 SS 10, PLFPEI-CON-7804 FS	PLFPEI-CON-2460 FS
PLFPEI-CON-	Flow Control - Sideflow - Downstream	PLFPEI-CON-2450 FS, PLFPEI-PRO-2670 FS 15	PLFPEI-CON-2470 FS
PLFPEI-CON-	Flow Control - Sideflow Cofferdams Removal - Downstream	PLFPEI-CON-2460 FS	PLFPEI-MLS-1120 FS, PLFPEI-MLS-1115: FS -1
PLFPEI-CON-	PRJ#12 - Eastern Avenue Flood Protection	PLFPEI-DSN-8710 FS 20, PLFPEI-PRO-3820 FS 15, PLFPEI-CON-4904 SS	PLFPEI-MLS-1120 FS
PLFPEI-CON-	River Park North - Grading	PLFPEI-PRO-2940 FS 15, PLFPEI-DSN-2630 FS 20, PLFPEI-PRM-1390 FS, PLFPEI-ENV-1060: FS, PLFPEI-DSN-7970 FS 20, PLFPEI-CON-4184 FF, PLFPEI-CON-6664 FF	PLFPEI-CON-8214 FF 10
PLFPEI-CON-	PRJ#3 - West Cell - Demolition	PLFPEI-PRO-2190 SS 15, PLFPEI-MLS-2030 FS, PLFPEI-MLS-2040 FS,	PLFPEI-CON-4060 SS 13, PLFPEI-CON-4080 FS, PLFPEI-CON-6564 SS 12

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		FS	
PLFPEI-CON- PRJ#3 - West Cell - Mobilization of Soil Mixing Rigs		PLFPEI-CON-4030 FS, PLFPEI-CON-4060 FS, PLFPEI-PRO-3370 FS 10	PLFPEI-CON-8064 FS
PLFPEI-CON- PRJ#3 - West Cell - Planting [River Channel]		PLFPEI-CON-6964 FS	PLFPEI-CON-4154 SS 15, PLFPEI-CON-6974 FS
PLFPEI-CON- PRJ#3 - West Cell - Deep Soil Mixing		PLFPEI-DSN-3340 FS 20, PLFPEI-CON-8064 SS 15	PLFPEI-CON-4070 SS 15, PLFPEI-CON-4072 SS 20, PLFPEI-CON-4070 FF 15, PLFPEI-CON-6684 FS, PLFPEI-CON-5931 FS 20
PLFPEI-CON- PRJ#3 - West Cell - Submergent & Emergent Planting [Wetland]		PLFPEI-DSN-2410 FS 20, PLFPEI-CON-6974 FS	PLFPEI-CON-4114 SS 25, PLFPEI-CON-4124 FS
PLFPEI-CON- PRJ#3 - West Cell - Plants Establishment [River Channel]		PLFPEI-CON-4084 SS 15	PLFPEI-CON-3330 FS
PLFPEI-CON- PRJ#3 - West Cell - Planting [Upperland]		PLFPEI-CON-4124 FS	PLFPEI-CON-3630 FF, PLFPEI-CON-5934 FF
PLFPEI-CON- PRJ#4- North Plug - Dry Excavation & Soil Remediation [Shallow]		PLFPEI-CON-4884 FS, PLFPEI-CON-4114 FS, PLFPEI-CON-6644 FS,	PLFPEI-CON-4904 SS 20, PLFPEI-CON-4904 FF 20, PLFPEI-CON-2810 FF

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		PLFPEI-CON-7854 FS, PLFPEI-DSN-2530 FS 20, PLFPEI-CON-7854 FS	
PLFPEI-CON- PRJ#4-	North Plug - Wet Excavation & Soil Remediation [Deep]	PLFPEI-CON-4894 SS 20, PLFPEI-CON-4894 FF 20, PLFPEI-CON-6304 FS, PLFPEI-CON-7044 FS, PLFPEI-CON-7234 FS, PLFPEI-CON-7204 FS, PLFPEI-CON-7304 FS, PLFPEI-CON-7404 FS, PLFPEI-CON-7504 FS, PLFPEI-DSN-2530 FS 20, PLFPEI-CON-7534 FS	PLFPEI-CON-4924 FF 10, PLFPEI-CON-4924 SS 35, PLFPEI-CON-2450 SS 10, PLFPEI-CON-3200 SS, PLFPEI-MLS-1110: FS, PLFPEI-CON-5464 FS, PLFPEI-CON-3740 FS, PLFPEI-CON-3300 SS
PLFPEI-CON- PRJ#4-	North of Overflow - Shallow Excavation & Soil Remediation	PLFPEI-CON-6764 FF 5, PLFPEI-CON-6764 SS 10, PLFPEI-DSN-2530 FS 20, PLFPEI-DSN-2290 FS 20	PLFPEI-CON-8114 SS 5, PLFPEI-CON-8114 FF 5
PLFPEI-CON- PRJ#4-	North of Overflow - Deep Excavation & Soil Remediation	PLFPEI-CON-6764 SS 20,	PLFPEI-CON-7384 FS

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Page 3 of 16

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		PLFPEI-DSN-2530 FS 20, PLFPEI-DSN-2290 FS 20, PLFPEI-CON-8114 FS	
PLFPEI-CON-	PRJ#4- North of Overflow - Soil Mixing Rig Mobilization	PLFPEI-PRO-3400 FS 15, PLFPEI-CON-5664 FF 5, PLFPEI-DSN-7270 FS 20, PLFPEI-CON-6694 FS	PLFPEI-CON-8104 FS
PLFPEI-CON-	River Park South - Grading	PLFPEI-PRM-1390 FS, PLFPEI-ENV-1060: FS, PLFPEI-DSN-8090 FS, PLFPEI-PRO-2940 FS 15, PLFPEI-CON-4184 FF, PLFPEI-CON-6664 FF	PLFPEI-CON-8314 FF 10
PLFPEI-CON-	Promontory Park South - Soil Placement	PLFPEI-PRO-2730 FS 20, PLFPEI-CON-6034 FS, PLFPEI-PRO-3030 FS 15, PLFPEI-CON-8144 FS, PLFPEI-CON-8154 FS, PLFPEI-CON-8164 FS, PLFPEI-CON-8184	PLFPEI-CON-6004 SS 15, PLFPEI-CON-6004 FF 10

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-CON-	Promontory Park North - Receive Fill From Cut Area	PLFPEI-CON-6034 FS	PLFPEI-CON-6024 FF, PLFPEI-CON-8304 FF, PLFPEI-CON-8404 FF
PLFPEI-CON-	PRJ#3 - East Cell - Planting [Upperland]	PLFPEI-CON-6654 FS	PLFPEI-CON-3630 FF, PLFPEI-CON-5934 FF
PLFPEI-CON-	PRJ#3 - East Cell - Plants Establishment [River Channel]	PLFPEI-CON-6614 FS	PLFPEI-CON-3330 FS
PLFPEI-CON-	PRJ#3 - East Cell - Mobilization of Soil Mixing Rigs	PLFPEI-CON-6574 FS, PLFPEI-PRO-3370 FS, PLFPEI-CON-4090 FS	PLFPEI-CON-8084 FS
PLFPEI-CON-	PRJ#3 - East Cell - Deep Soil Mixing	PLFPEI-DSN-3340 FS 20, PLFPEI-CON-8084 FS	PLFPEI-CON-6584 FF 15, PLFPEI-CON-6594 SS 20, PLFPEI-CON-6584 SS 10, PLFPEI-CON-5764 FS
PLFPEI-CON-	PRJ#4- North of Overflow - Soil Mixing	PLFPEI-CON-8104 SS 10	PLFPEI-CON-5674 FF 5, PLFPEI-CON-5684 SS 20, PLFPEI-CON-5674 SS 10
PLFPEI-CON-	PRJ#2 - Canoe Channel - Plants Establishment [Phase 1]	PLFPEI-CON-6844 FS	PLFPEI-CON-3330 FS, PLFPEI-CON-4984 FS

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-CON- PRJ#2 - Canoe Channel - Plants Establishment [Phase 2]		PLFPEI-CON-6864 FS	PLFPEI-CON-4894 FS
PLFPEI-CON- PRJ#3 - West Cell - Planting Soil with Spawning Gravel [Wetland]		PLFPEI-DSN-2410 FS 20, PLFPEI-CON-4084 FS	PLFPEI-CON-4104 FS
PLFPEI-CON- PRJ#3 - West Plug - Plants Establishment [Wetland]		PLFPEI-CON-7034 FS	PLFPEI-CON-4904 FS
PLFPEI-CON- PRJ#4- North of Overflow - Planting [River Channel]		PLFPEI-CON-7454 SS 5	PLFPEI-CON-7434 FS, PLFPEI-CON-7464 FS
PLFPEI-CON- PRJ#4- North of Overflow - Bed Stone Layer [River Channel]		PLFPEI-CON-5684 FS, PLFPEI-DSN-2590 FS 20	PLFPEI-CON-7444 SS 5
PLFPEI-CON- PRJ#4- North of Overflow - Plants Establishment [Wetland]		PLFPEI-CON-7394 SS 25	PLFPEI-CON-4904 FS
PLFPEI-CON- PRJ#4- North of Overflow - Plants Establishment [River Channel]		PLFPEI-CON-7374 FS	PLFPEI-CON-4134 FS
PLFPEI-CON- PRJ#4- North of Overflow - Riverbed Material [River Channel]		PLFPEI-CON-7384 SS 5	PLFPEI-CON-7454 SS 5
PLFPEI-CON- PRJ#4- North of Overflow - Armour Stone [River Channel]		PLFPEI-CON-7444 SS 5	PLFPEI-CON-7374 SS 5
PLFPEI-CON- PRJ#4- Under Commissioners - Plants Establishment [Wetland]		PLFPEI-CON-7494 SS 25	PLFPEI-CON-4904 FS
PLFPEI-CON- PRJ#4- Under Commissioners - Plants Establishment [River Channel]		PLFPEI-CON-7474 FS	PLFPEI-CON-4904 FS
PLFPEI-CON- Lakeshore Eastbound - Superstructure		PLFPEI-CON-7804 FS	PLFPEI-CON-7794 FS, PLFPEI-CON-7844 FS, PLFPEI-MLS-1100 FS
PLFPEI-CON- Lakeshore Eastbound - Finishes		PLFPEI-CON-7784 FS	PLFPEI-CON-7864 FS

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-CON-	Lakeshore Westbound - Excavation of New Bays, Pile Inspection/Bracing & RC Pier Encasement	PLFPEI-CON-7904 FS, PLFPEI-CON-7784 FS, PLFPEI-CON-7834 FS, PLFPEI-CON-7984 FS	PLFPEI-CON-7854 FS, PLFPEI-CON-7874 SS, PLFPEI-CON-8044 SS
PLFPEI-CON-	Lakeshore Westbound - Removal of The Cofferdams	PLFPEI-CON-7844 FS, PLFPEI-CON-7874 FS, PLFPEI-CON-8044 FS	PLFPEI-CON-4894 FS, PLFPEI-CON-7924 FS
PLFPEI-CON-	Lakeshore Eastbound - Restore Traffic To Modified Lakeshore Bridge	PLFPEI-CON-7794 FS, PLFPEI-MLS-1070 FF	PLFPEI-CON-7884 FS, PLFPEI-CON-8014 FS, PLFPEI-CON-7944 FS, PLFPEI-MLS-2320 SS
PLFPEI-CON-	Lakeshore Westbound - Foundation	PLFPEI-CON-7864 FS, PLFPEI-CON-8004 FS, PLFPEI-CON-7964 FS	PLFPEI-CON-7894 FS, PLFPEI-CON-8014 FS
PLFPEI-CON-	Lakeshore Westbound - Demo, Shallow Excavation and Substructure (Pile Caps)	PLFPEI-CON-7884 FS, PLFPEI-CON-7984 FS, PLFPEI-CON-8054 FS	PLFPEI-CON-7904 FS, PLFPEI-CON-2410 FS
PLFPEI-CON-	Lakeshore Westbound - Superstructure	PLFPEI-CON-7894 FS	PLFPEI-CON-7844 FS, PLFPEI-CON-7914 FS,

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
			PLFPEI-CON-1100 FS
PLFPEI-CON-	Lakeshore Westbound- Toronto Hydro Relocation	PLFPEI-DSN-8960 FS 20, PLFPEI-CON-7864 FS	PLFPEI-CON-7954 SS 45, PLFPEI-CON-7994 FS
PLFPEI-CON-	Lakeshore Westbound - Enbridge Gas Relocation	PLFPEI-CON-7944 SS 45, PLFPEI-DSN-3200 FS 20	PLFPEI-CON-7964 SS 45, PLFPEI-CON-7994 FS
PLFPEI-CON-	Lakeshore Westbound - Other Utilities Relocation	PLFPEI-CON-7954 SS 45, PLFPEI-DSN-8970 FS 20, PLFPEI-DSN-8990 FS 20	PLFPEI-CON-7884 FS
PLFPEI-CON-	Lakeshore Westbound - Sheet Piling New West Abutment North Section	PLFPEI-CON-7864 FS, PLFPEI-CON-7884 FS	PLFPEI-CON-8054 FS
PLFPEI-CON-	Lakeshore Westbound - Tie Back North Section 1st Row	PLFPEI-CON-8014 FS	PLFPEI-CON-7894 FS
PLFPEI-CON-	PRJ#3 - West Cell - Test Piles	PLFPEI-CON-4080 FS	PLFPEI-CON-4090 SS 15
PLFPEI-CON-	PRJ#3 - East Cell - Test Piles	PLFPEI-CON-6684 FS	PLFPEI-CON-6694 FS
PLFPEI-CON-	PRJ#4- North of Overflow - Test Piles	PLFPEI-CON-5764 FS	PLFPEI-CON-6764 SS 10
PLFPEI-CON-	PRJ#4- North of Overflow - Dewatering Installation and Initial Dewatering	PLFPEI-CON-5674 SS 5, PLFPEI-CON-5674 FF 5	PLFPEI-CON-5684 FS
PLFPEI-CON-	Promontory Park South - Pavement (Incl Fdns)	PLFPEI-CON-8134 FS, PLFPEI-CON-8154 FF 10	PLFPEI-CON-5994 FS, PLFPEI-CON-8164 FF 5, PLFPEI-CON-8184 FS

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-CON-	Promontory Park South - Walls (Incl Fdns)	PLFPEI-CON-8134 FS	PLFPEI-CON-8144 FF 10, PLFPEI-CON-5994 FS, PLFPEI-CON-8164 FF 5
PLFPEI-CON-	Promontory Park South - Furnishing	PLFPEI-CON-8144 FF 5, PLFPEI-CON-8154 FF 5	PLFPEI-CON-5994 FS
PLFPEI-CON-	Promontory Park South - Play Area Finishes	PLFPEI-PRO-4180 FS 450, PLFPEI-CON-8124 FS, PLFPEI-CON-8134 FS, PLFPEI-CON-8144 FS	PLFPEI-CON-8204 FS, PLFPEI-CON-5994 FF 10
PLFPEI-CON-	Promontory Park South - Play Area Installation	PLFPEI-CON-8184 FS	PLFPEI-CON-6024 FF 30, PLFPEI-CON-6004 FF 10
PLFPEI-CON-	River Park North - Utilities (Electrical, Storm, SW Mgmt, Water, Gas, Telecom,...)	PLFPEI-CON-3630 FF 10, PLFPEI-DSN-8070 FS 20	PLFPEI-CON-8234 FS, PLFPEI-CON-8224 FS, PLFPEI-CON-8264 FS, PLFPEI-CON-8304 FF 10
PLFPEI-CON-	River Park North - Retaining Walls (Incl Fdns)	PLFPEI-CON-8214 FS	PLFPEI-CON-8234 FF 10, PLFPEI-CON-8254 FS, PLFPEI-CON-8244 FF 5

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-CON-	River Park North - Pavement (Incl Fdns)	PLFPEI-CON-8214 FS, PLFPEI-CON-8224 FF 10	PLFPEI-CON-8254 FS, PLFPEI-CON-8244 FF 5, PLFPEI-CON-8264 FS
PLFPEI-CON-	River Park North - Furnishing incl. Free Standing Walls	PLFPEI-CON-8234 FF 5, PLFPEI-CON-8224 FF 5	PLFPEI-CON-8254 FS
PLFPEI-CON-	River Park North - Soil Placement	PLFPEI-PRO-2730 FS 20, PLFPEI-CON-6034 FS, PLFPEI-PRO-3030 FS 15, PLFPEI-CON-8234 FS, PLFPEI-CON-8224 FS, PLFPEI-CON-8244 FS, PLFPEI-CON-8264 FF 10	PLFPEI-CON-8284 SS 15, PLFPEI-CON-8284 FF 10
PLFPEI-CON-	River Park North - Play Area Finishes	PLFPEI-PRO-4180 FS 450, PLFPEI-CON-8214 FS, PLFPEI-CON-8234 FS	PLFPEI-CON-8274 FS, PLFPEI-CON-8254 FF 10
PLFPEI-CON-	River Park North - Play Area Installation	PLFPEI-CON-8264 FS	PLFPEI-CON-8304 FF 30, PLFPEI-CON-8284 FF 10
PLFPEI-CON-	River Park North - Tree Planting	PLFPEI-CON-8254 SS 15, PLFPEI-PRO-3060 FS 15,	PLFPEI-CON-8304 FF 10, PLFPEI-CON-8294 SS 5

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		PLFPEI-PRO-4000 FS 15, PLFPEI-PRO-4030 FS 365, PLFPEI-PRO-4060 FS 15, PLFPEI-PRO-4180 FS 500, PLFPEI-CON-8254 FF 10, PLFPEI-CON-8274 FF 10	
PLFPEI-CON-	River Park North - Shrubs & Groundcover Planting	PLFPEI-CON-8284 SS 5	PLFPEI-CON-8304 FF
PLFPEI-CON-	River Park North- Test & Commissioning	PLFPEI-CON-8284 FF 10, PLFPEI-CON-6554 FF, PLFPEI-CON-8294 FF, PLFPEI-CON-8274 FF 30, PLFPEI-CON-8214 FF 10	PLFPEI-MLS-1120 FS
PLFPEI-CON-	River Park South - Utilities (Electrical, Storm, SW Mgmt, Water, Gas, Telecom,...)	PLFPEI-CON-5934 FF 10, PLFPEI-DSN-8150 FS	PLFPEI-CON-8334 FS, PLFPEI-CON-8324 FS, PLFPEI-CON-8404 FF 10
PLFPEI-CON-	River Park South - Walls (Incl Fdns)	PLFPEI-CON-8314 FS	PLFPEI-CON-8334 FF 10, PLFPEI-CON-8364 FS, PLFPEI-CON-8344 FF 5
PLFPEI-CON-	River Park South - Pavement (Incl Fdns)	PLFPEI-CON-8314 FS,	PLFPEI-CON-8364 FS,

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		PLFPEI-CON-8324 FF 10	PLFPEI-CON-8344 FF 5
PLFPEI-CON-	River Park South - Furnishing	PLFPEI-CON-8334 FF 5, PLFPEI-CON-8324 FF 5	PLFPEI-CON-8364 FS
PLFPEI-CON-	River Park South - Soil Placement	PLFPEI-PRO-2730 FS 20, PLFPEI-CON-6034 FS, PLFPEI-PRO-3030 FS 15, PLFPEI-CON-8334 FS, PLFPEI-CON-8324 FS, PLFPEI-CON-8344 FS	PLFPEI-CON-8384 SS 15, PLFPEI-CON-8384 FF 10
PLFPEI-CON-	River Park South - Tree Planting	PLFPEI-CON-8364 SS 15, PLFPEI-PRO-3060 FS 15, PLFPEI-PRO-4000 FS 15, PLFPEI-PRO-4030 FS 365, PLFPEI-PRO-4060 FS 15, PLFPEI-PRO-4180 FS 500, PLFPEI-CON-8364 FF 10	PLFPEI-CON-8404 FF 10, PLFPEI-CON-8394 SS 5
PLFPEI-CON-	River Park South - Shrubs & Groundcover Planting	PLFPEI-CON-8384 SS 5	PLFPEI-CON-8404 FF
PLFPEI-CON-	River Park South - Test & Commissioning	PLFPEI-CON-8384 FF 10, PLFPEI-CON-6554 FF,	PLFPEI-MLS-1120 FS

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		PLFPEI-CON-8394 FF, PLFPEI-CON-8314 FF 10	
PLFPEI-CON	River Park North Summary Work [Cost Loading]		
PLFPEI-CON	River Park South Summary Work [Cost Loading]		
PLFPEI-CON	Eastern Avenue Flood Protection Summary Work [Cost Loading]		
PLFPEI-CON	Flow Control Weirs Summary Work [Cost Loading]		
PLFPEI-CON	Flow Control Weirs-Construction Admin-Summary Work [Cost Loading]		
PLFPEI-CON	Eastern Avenue - Construction Admin-Summary Work [Cost Loading]		
PLFPEI-CON	River Park North-Construction Admin-Summary Work [Cost Loading]		
PLFPEI-CON	River Park South-Construction Admin-Summary Work [Cost Loading]		
PLFPEI-DSN	Lakeshore Bridge - Eastbound - Watermain Relocation/Removal - Design Package	PLFPEI-MLS-1030 FS	PLFPEI-CON-8024 FS 20
PLFPEI-DSN	Lakeshore Bridge - Westbound - Enbridge Gas Line Relocation/Removal - Design Package	PLFPEI-MLS-1030 FS	PLFPEI-CON-7954 FS 20
PLFPEI-DSN	Lakeshore Bridge - Westbound - Toronto Hydro Relocation/Removal - Design Package	PLFPEI-MLS-1030 FS	PLFPEI-CON-7944 FS 20
PLFPEI-DSN	Lakeshore Bridge - Westbound - Water/Storm/Sewer lines Relocation/Removal - Design Package	PLFPEI-MLS-1030 FS	PLFPEI-CON-7964 FS 20
PLFPEI-DSN	Lakeshore Bridge - Westbound - Telecom Relocation/Removal - Design Package	PLFPEI-MLS-1030 FS	PLFPEI-CON-7964 FS 20
PLFPEI-DSN	Lakeshore Bridge - Eastbound - Watermain Relocation/Removal - Design Package	PLFPEI-MLS-1030 FS	PLFPEI-CON-8024 FS 20
PLFPEI-ENV	Arborist Report - Scope # 4 [North]	PLFPEI-MLS-1030 FS	PLFPEI-ENV-1210: FS
PLFPEI-MLS	Sideflow Weir Construction Complete	PLFPEI-CON-2470 FS -1	PLFPEI-MLS-1120 FS
PLFPEI-MLS	Substantial Performance of PLFPEI Program	PLFPEI-CON-1670 FS, PLFPEI-CON-2470 FS, PLFPEI-CON-3200 FS,	

Critical Path Relationships and Lag

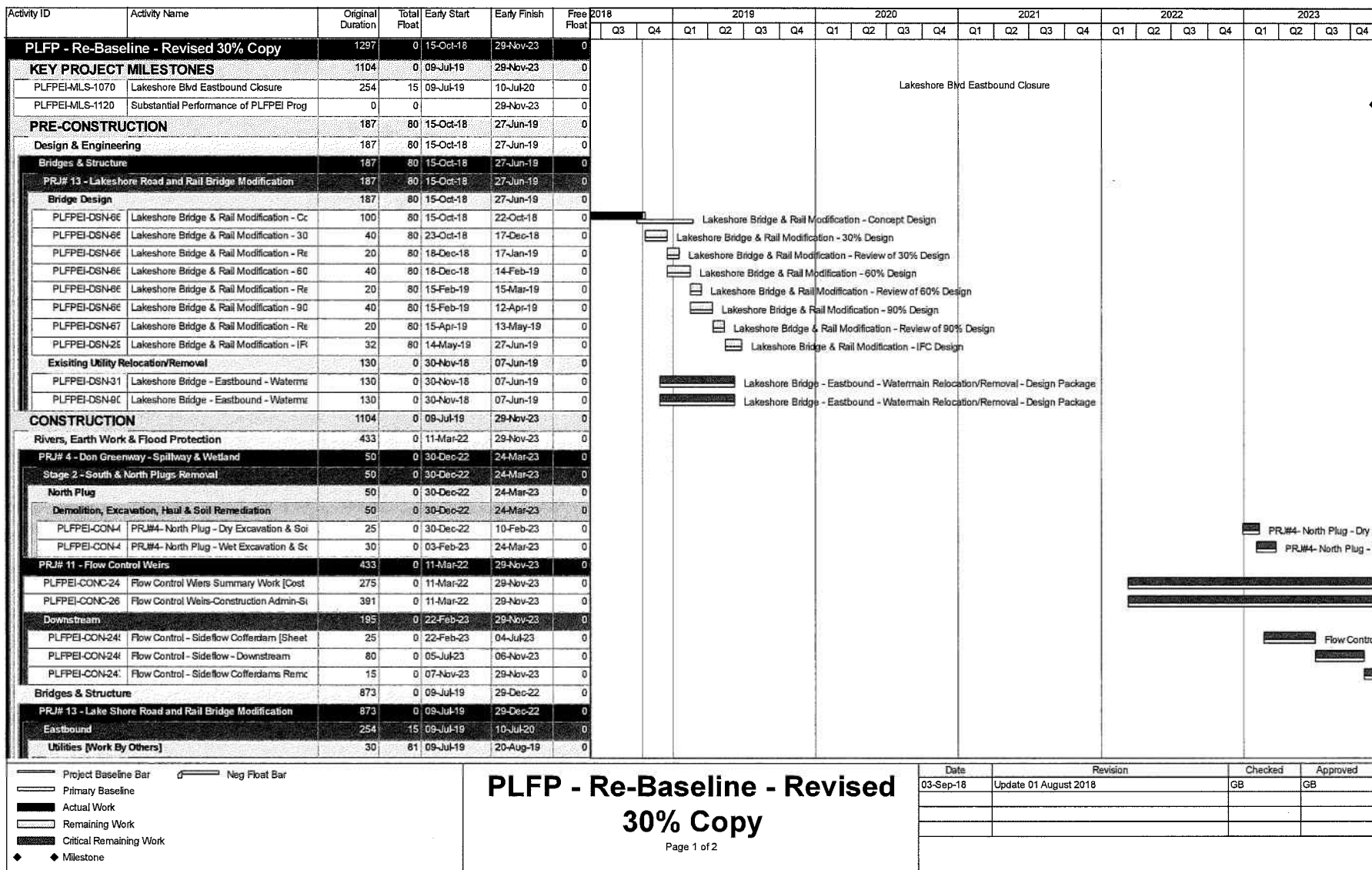
Activity ID	Activity Name	Predecessor Details	Successor Details
		PLFPEI-CON-2440 FS, PLFPEI-CON-5364 FS, PLFPEI-CON-3710 FS, PLFPEI-CON-5864 FS, PLFPEI-CON-5384 FS, PLFPEI-CON-6024 FS, PLFPEI-CON-3300 FS, PLFPEI-CON-5244 FS, PLFPEI-CON-4414 FS, PLFPEI-CON-5194 FS, PLFPEI-CON-5264 FS, PLFPEI-CON-4954 FS, PLFPEI-MLS-1140 FS, PLFPEI-MLS-1160 FS, PLFPEI-MLS-1170 FS, PLFPEI-MLS-1190 FS, PLFPEI-MLS-1210 FS, PLFPEI-MLS-1200 FS, PLFPEI-MLS-1220 FS, PLFPEI-MLS-1130 FS, PLFPEI-MLS-1150 FS, PLFPEI-MLS-1180 FS,	

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
		FS, PLFPEI-CON-6334	
		FS, PLFPEI-CON-6894	
		FS, PLFPEI-CON-7224	
		FS, PLFPEI-CON-3010	
		FS, PLFPEI-PCON-109	
		FS, PLFPEI-CON-4020	
		FS, PLFPEI-CON-7924	
		FS, PLFPEI-CON-5894	
		FS, PLFPEI-CON-5454	
		FS, PLFPEI-CON-8304	
		FS, PLFPEI-CON-8404	
		FS, PLFPEI-CON-4244	
		FS, PLFPEI-MLS-2260	
		FS, PLFPEI-MLS-2270	
		FS, PLFPEI-MLS-2290	
		FS, PLFPEI-MLS-1115:	
		FS, PLFPEI-MLS-2280	
		FS, PLFPEI-CON-3500	
		FS	

Critical Path Relationships and Lag

Activity ID	Activity Name	Predecessor Details	Successor Details
PLFPEI-MLS-	Board of Directors Meeting # 4	PLFPEI-MLS-1030 FS	PLFPEI-MLS-1120 FS
PLFPEI-MLS-	FARM Committee # 4	PLFPEI-MLS-1030 FS	PLFPEI-MLS-1120 FS
PLFPEI-MLS-	Board of Directors Meeting # 5	PLFPEI-MLS-1030 FS	PLFPEI-MLS-1120 FS
PLFPEI-MLS-	FARM Committee # 5	PLFPEI-MLS-1030 FS	PLFPEI-MLS-1120 FS
PLFPEI-MLS-	Board of Directors Meeting # 6	PLFPEI-MLS-1030 FS	PLFPEI-MLS-1120 FS
PLFPEI-PRO-	[PRJ#3] -Soil Mixing - RFP Phase	PLFPEI-PRO-3350 FS, PLFPEI-DSN-3310 FS	PLFPEI-PRO-3370 FS
PLFPEI-PRO-	[PRJ#3] -Soil Mixing - Evaluation of Proposal & Award	PLFPEI-PRO-3360 FS	PLFPEI-CON-4080 FS 10, PLFPEI-CON-6684 FS, PLFPEI-CON-1420 FS



Activity ID	Activity Name	Original Duration	Total Float	Early Start	Early Finish	Free Float	2018				2019				2020				2021				2022				2023			
							Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
PLFPEI-CON-8	Lakeshore Eastbound - Other Utilities Re	30	81	09-Jul-19	20-Aug-19	0																								
Bridge Works		240	15	29-Jul-19	10-Jul-20	0																								
PLFPEI-CON-7	Lakeshore Eastbound - Install South Col	15	71	29-Jul-19	20-Aug-19	0																								
PLFPEI-CON-7	Lakeshore Eastbound - Foundation	30	71	21-Aug-19	07-Oct-19	0																								
PLFPEI-CON-7	Lakeshore Eastbound - Sheet Piling New	10	82	08-Oct-19	22-Oct-19	0																								
PLFPEI-CON-7	Lakeshore Eastbound - Tie Back South S	10	82	23-Oct-19	05-Nov-19	1																								
PLFPEI-CON-7	Lakeshore Eastbound - Demo, Shallow E	30	71	07-Nov-19	24-Dec-19	57																								
PLFPEI-CON-7	Lakeshore Eastbound - Superstructure	30	14	01-Apr-20	19-May-20	0																								
PLFPEI-CON-7	Lakeshore Eastbound - Finishes	30	14	20-May-20	06-Jul-20	0																								
PLFPEI-CON-7	Lakeshore Eastbound - Restore Traffic To	4	14	07-Jul-20	10-Jul-20	0																								
Westbound		619	0	13-Jul-20	29-Dec-22	0																								
Utilities [Work By Others]		180	14	13-Jul-20	04-May-21	0																								
PLFPEI-CON-7	Lakeshore Westbound- Toronto Hydro Re	90	14	13-Jul-20	03-Dec-20	0																								
PLFPEI-CON-7	Lakeshore Westbound - Enbridge Gas Rel	90	14	24-Sep-20	19-Feb-21	0																								
PLFPEI-CON-7	Lakeshore Westbound - Other Utilities Re	90	14	04-Dec-20	04-May-21	0																								
Westbound Bridge Works [Vehicular and Rail Bridge]		414	0	06-May-21	29-Dec-22	0																								
PLFPEI-CON-7	Lakeshore Westbound - Foundation	55	14	06-May-21	29-Jul-21	0																								
PLFPEI-CON-8	Lakeshore Westbound - Sheet Piling Nev	30	15	30-Jul-21	13-Sep-21	0																								
PLFPEI-CON-8	Lakeshore Westbound - Tie Back North S	30	15	14-Sep-21	26-Oct-21	1																								
PLFPEI-CON-7	Lakeshore Westbound - Demo, Shallow E	80	13	28-Oct-21	10-Mar-22	0																								
PLFPEI-CON-7	Lakeshore Westbound - Superstructure	80	0	01-Apr-22	04-Aug-22	0																								
PLFPEI-CON-7	Lakeshore Westbound - Excavation of Nk	70	0	05-Aug-22	24-Nov-22	0																								
PLFPEI-CON-7	Lakeshore Westbound - Removal of The	20	0	25-Nov-22	29-Dec-22	0																								

Project Baseline Bar

Neg Float Bar

Primary Baseline

Actual Work

Remaining Work

Critical Remaining Work

Milestone

PLFP - Re-Baseline - Revised

30% Copy

Page 2 of 2

Date	Revision	Checked	Approved
03-Sep-18	Update 01 August 2018	GB	GB

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-CON-1660	PRJ#4- Spillway Construction	Task Dependent	287
PLFPEI-CON-1820	PRJ#8 - North of Commissioner - Dockwall Installation [Ind. Transition Wall Features]	Task Dependent	206
PLFPEI-CON-2010	Cherry Street - Finalization of Utility Works From Lake Shore Blv To Ship Channel	Task Dependent	542
PLFPEI-CON-2030	Commissioners St. - Finalization of Utilities From West End of Future Commissioners St To Saulters St	Task Dependent	348
PLFPEI-CON-3000	PRJ#19 - Earth Work - Up To 15 Meters Before The Keating Channel Dockwall	Task Dependent	341
PLFPEI-CON-3480	Cherry St. Realignment- [Firm Lakeshore To North of Property P] - Soil Improvement	Task Dependent	242
PLFPEI-CON-3496	Cherry St. Realignment- [Firm Lakeshore To North of Property P] - Top Coarse & Road Marking	Task Dependent	276
PLFPEI-CON-3500	Cherry St. Realignment- [Firm Lakeshore To North of Property P] - Landscaping and Finishes	Task Dependent	371
PLFPEI-CON-3670	Treatment & Stockpile Area # 1 - Site Preparation	Task Dependent	300
PLFPEI-CON-3710	Commissioners St. - Commissioning of New Utilities	Task Dependent	348
PLFPEI-CON-3920	Cherry St. Realignment- [Firm North of Property P To Old Cherry] - Top coarse & Road marking	Task Dependent	276
PLFPEI-CON-3940	Cherry St. Realignment- [Firm North of Property P To Old Cherry] - Landscaping and finishes	Task Dependent	513
PLFPEI-CON-4000	Treatment & Stockpile Area # 1 - Installation of Site Treatment Plant	Task Dependent	215
PLFPEI-CON-4010	Treatment & Stockpile Area # 1 - Preparation of Stockpile Areas	Task Dependent	847
PLFPEI-CON-4020	Treatment & Stockpile Area # 1 - Treatment & Dry of Excavated Soil	Task Dependent	751
PLFPEI-CON-4050	Commissioners Street West - Relocation of Fire House	Task Dependent	265
PLFPEI-CON-4244	Commissioners Street West - Landscaping and Finishes	Task Dependent	222
PLFPEI-CON-4304	Commissioners Street West - Crossing Under New River Valley (civil works under the road)	Task Dependent	750
PLFPEI-CON-4414	Commissioners Street East - Landscaping and Finishes	Task Dependent	219
PLFPEI-CON-4564	Commissioners Street Intersection [Old Cherry/Commissioners] - Landscaping and Finishes	Task Dependent	216
PLFPEI-CON-5064	PRJ#2 - West Dockwall - Demolitions & Site Preparation	Task Dependent	225
PLFPEI-CON-5074	PRJ#2 - West Dockwall - Sheet Piling	Task Dependent	225
PLFPEI-CON-5084	PRJ#2 - West Dockwall - Demo Existing Dockwall	Task Dependent	224
PLFPEI-CON-5094	PRJ#2 - West Dockwall - Backfill & New Dockwall Construction	Task Dependent	224
PLFPEI-CON-5194	PRJ#8 - South of Commissioner - Accelerated Settlement Time	Task Dependent	270
PLFPEI-CON-5264	Don Roadway North - Landscaping and Finishes	Task Dependent	250
PLFPEI-CON-5334	Commissioners St. - Construction of Sanitary Pump Station	Task Dependent	348
PLFPEI-CON-5344	Commissioners St. - Connections To Existing Utilities	Task Dependent	348
PLFPEI-CON-5354	Cherry Street - Connections To Existing Utilities	Task Dependent	542
PLFPEI-CON-5364	Cherry Street - Commissioning of New Utilities	Task Dependent	542
PLFPEI-CON-5564	PRJ#4- South of Overflow - Demolitions	Task Dependent	205
PLFPEI-CON-5574	PRJ#4- South of Overflow - Site Preparation	Task Dependent	205
PLFPEI-CON-5654	PRJ#4- North of Overflow - Demolitions	Task Dependent	215
PLFPEI-CON-5664	PRJ#4- North of Overflow - Site Preparation	Task Dependent	205
PLFPEI-CON-5794	PRJ#8 - North of Commissioner - Tree Cutting	Task Dependent	231
PLFPEI-CON-5941	River Parks - Pedestrian Bridge - Superstructure	Task Dependent	436
PLFPEI-CON-5951	River Parks - Pedestrian Bridge - Finishes	Task Dependent	436
PLFPEI-CON-6194	Cherry St. Bridge North - Dockwall	Task Dependent	211
PLFPEI-CON-6204	Cherry St. Bridge North - Demo & Site Prep at C3 Site	Task Dependent	211
PLFPEI-CON-6564	PRJ#3 - East Cell - Demolition	Task Dependent	215
PLFPEI-CON-6574	PRJ#3 - East Cell - Site Preparation	Task Dependent	215
PLFPEI-CON-6894	PRJ#2 - Canoe Channel - Finishes [Paths & Pedestrian Access]	Task Dependent	431
PLFPEI-CON-6914	PRJ#2 - Atlas Dockwall - Demolitions & Site Preparation	Task Dependent	466
PLFPEI-CON-6924	PRJ#2 - Atlas Dockwall - Sheet Piling	Task Dependent	238
PLFPEI-CON-6934	PRJ#2 - Atlas Dockwall - Demo Existing Dockwall	Task Dependent	238
PLFPEI-CON-6944	PRJ#2 - Atlas Dockwall - Backfill & New Dockwall Construction	Task Dependent	238

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-CON-7054	PRJ#3 - West Plug - Paths Stone [Upperland]	Task Dependent	294
PLFPEI-CON-7124	PRJ#3 - West Plug - Rock Grade Control Structure [Upperland]	Task Dependent	294
PLFPEI-CON-7184	PRJ#4- North of Commissioners - Bed Stone Layer [River Channel]	Task Dependent	414
PLFPEI-CON-7214	PRJ#4- North of Commissioners - Paths Stone [Upperland]	Task Dependent	527
PLFPEI-CON-7224	PRJ#4- North of Commissioners - Planting [Upperland]	Task Dependent	222
PLFPEI-CON-7244	PRJ#4- North of Commissioners - Riverbed Material [River Channel]	Task Dependent	414
PLFPEI-CON-7254	PRJ#4- North of Commissioners - Armour Stone [River Channel]	Task Dependent	284
PLFPEI-CON-7264	PRJ#4- North of Commissioners - Planting Soil with Spawning Gravel [Wetland]	Task Dependent	274
PLFPEI-CON-7314	PRJ#4- South of Overflow - Paths Stone [Upperland]	Task Dependent	532
PLFPEI-CON-7324	PRJ#4- South of Overflow - Planting [Upperland]	Task Dependent	213
PLFPEI-CON-7414	PRJ#4- North of Overflow - Paths Stone [Upperland]	Task Dependent	302
PLFPEI-CON-7514	PRJ#4- Under Commissioners - Paths Stone [Upperland]	Task Dependent	217
PLFPEI-CON-7674	Commissioners Street - [Fm New Cherry To Old Cherry] - Excluding The Intersection - Landscaping and Finishes	Task Dependent	287
PLFPEI-CON-7914	Lakeshore Westbound - Finishes	Task Dependent	233
PLFPEI-CON-7924	Lakeshore Westbound - Restore Traffic To Modified Lakeshore Bridge	Task Dependent	203
PLFPEI-CON-7984	Lakeshore Westbound - Install North Cofferdam around New Bridge	Task Dependent	283
PLFPEI-CON-8020	Soil Improvement Specifications by WSP	Task Dependent	288
PLFPEI-CON-8474	PRJ#8 - North of Commissioner - Dewatering Installation and Initial Dewatering	Task Dependent	358
PLFPEI-CON-8494	PRJ#2 - Atlas Dockwall - Dewatering Installation and Initial Dewatering	Task Dependent	268
PLFPEI-CON-8504	PRJ#2 - West Dockwall - Dewatering Installation and Initial Dewatering	Task Dependent	253
PLFPEI-CONC-1000	River Valley System Summary Work [Cost Loading]	WBS Summary	262
PLFPEI-CONC-1050	Cherry St. Re-Alignment - Summary Work [Cost Loading]	WBS Summary	351
PLFPEI-CONC-1250	Polson Slip- Summary Work [Cost Loading]	WBS Summary	204
PLFPEI-CONC-2480	Cherry Street -Construction Admin-Summary Work [Cost Loading]	WBS Summary	351
PLFPEI-CONC-2500	Commissioners Street East-Construction Admin-Summary Work [Cost Loading]	WBS Summary	219
PLFPEI-CONC-2570	Polson Slip-Construction Admin-Summary Work [Cost Loading]	WBS Summary	262
PLFPEI-CONC-2580	River Valley System-Construction Admin-Summary Work [Cost Loading]	WBS Summary	262
PLFPEI-CONC-5500	Treatment & Stockpile Area # 1 - Summary Work [Cost Loading]	WBS Summary	838
PLFPEI-CONC-5510	Commissioners Street East - Summary Work [Cost Loading]	WBS Summary	219
PLFPEI-CONC-5530	Lake Shore Bridge Summary Work [Cost Loading]	WBS Summary	203
PLFPEI-CONC-5540	Lake Shore Bridge -Construction Admin-Summary Work [Cost Loading]	WBS Summary	203
PLFPEI-DSN-1030	Cherry St Realignment - IFT Road Design	Finish Milestone	355
PLFPEI-DSN-1130	Cherry St Realignment - IFT Landscape & Finishes Design	Finish Milestone	625
PLFPEI-DSN-1140	Cherry St Realignment - IFC Landscape & Finishes Design	Task Dependent	630
PLFPEI-DSN-1330	Cherry St Bridge North - IFT Design For Foundation Early Package	Finish Milestone	217
PLFPEI-DSN-1390	Cherry St Bridge South - IFC Design	Task Dependent	310
PLFPEI-DSN-1430	Demolition of Existing Cherry St Bridge - IFT Design	Finish Milestone	221
PLFPEI-DSN-1440	Demolition of Existing Cherry St Bridge - IFC Design	Task Dependent	995
PLFPEI-DSN-1480	Hydro One Overhead lines - IFT Design	Finish Milestone	1083
PLFPEI-DSN-1580	Firehall relocation - IFT Design	Finish Milestone	1112
PLFPEI-DSN-1630	Commissioners St - IFT Road Design	Finish Milestone	241
PLFPEI-DSN-1690	Commissioners St - IFC Utilities Design	Task Dependent	331
PLFPEI-DSN-1730	Commissioners St - IFT Landscaping and finishes Design	Finish Milestone	464
PLFPEI-DSN-1740	Commissioners St - IFC Landscaping and finishes Design	Task Dependent	714
PLFPEI-DSN-1940	Commissioners St Bridge - IFC Design	Task Dependent	255
PLFPEI-DSN-1980	PRJ# 8 - North of Commissioners - Fill - IFT Design	Finish Milestone	572

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-DSN-1990	PRJ# 8 - North of Commissioners - Fill - IFC Design	Task Dependent	500
PLFPEI-DSN-2030	Don Roadway - IFT Road Design	Finish Milestone	553
PLFPEI-DSN-2040	Don Roadway - IFC Road Design	Task Dependent	363
PLFPEI-DSN-2080	Don Roadway - IFT Utilities Design	Finish Milestone	669
PLFPEI-DSN-2090	Don Roadway - IFC Utilities Design	Finish Milestone	322
PLFPEI-DSN-2130	Don Roadway - IFT Landscaping and finishes Design	Finish Milestone	255
PLFPEI-DSN-2140	Don Roadway - IFC Landscaping and finishes Design	Finish Milestone	743
PLFPEI-DSN-2150	Don Roadway - Relocation/Removal of Existing Toronto Hydro - Design Package	Task Dependent	826
PLFPEI-DSN-2180	Soil Management Operations - IFT Design	Finish Milestone	1275
PLFPEI-DSN-2190	Soil Management Operations - IFC Design	Task Dependent	242
PLFPEI-DSN-2230	PRJ#3 - Excavation - West & East Cell - IFT Design	Finish Milestone	229
PLFPEI-DSN-2280	PRJ#4 - Marine - North of Overflow - IFT Design	Finish Milestone	269
PLFPEI-DSN-2290	PRJ#4 - Marine - North of Overflow - IFC Design	Task Dependent	364
PLFPEI-DSN-2400	PRJ#3 - Landscaping and finishes - West & East Cell- IFT Design	Finish Milestone	256
PLFPEI-DSN-2410	PRJ#3 - Landscaping and finishes - West & East Cell- IFC Design	Task Dependent	235
PLFPEI-DSN-2520	PRJ#4 -Excavation - IFT Design	Finish Milestone	1275
PLFPEI-DSN-2530	PRJ#4 -Excavation - IFC Design	Task Dependent	224
PLFPEI-DSN-2580	PRJ#4 - Landscaping and Finishes - IFT Design	Finish Milestone	1150
PLFPEI-DSN-2590	PRJ#4 - Landscaping and Finishes - IFC Design	Task Dependent	393
PLFPEI-DSN-2620	PRJ#20- Rough Grading (Fill) - IFT Design	Finish Milestone	616
PLFPEI-DSN-2630	PRJ#20- Rough Grading (Fill) - IFC Design	Task Dependent	594
PLFPEI-DSN-2660	PRJ#2 - Structures & Marine- IFT Design	Finish Milestone	468
PLFPEI-DSN-2662	PRJ#2 - Structures & Marine- IFC Design	Task Dependent	214
PLFPEI-DSN-2700	PRJ# 17a&b - Fill- IFT Design	Finish Milestone	279
PLFPEI-DSN-2710	PRJ# 17a&b - Fill- IFC Design	Task Dependent	255
PLFPEI-DSN-2740	PRJ# 16 - Removal Package - IFT Design	Finish Milestone	912
PLFPEI-DSN-2750	PRJ# 16 - Removal Package - IFC Design	Task Dependent	780
PLFPEI-DSN-2780	PRJ# 16 - Structures/Marine - IFT Design	Finish Milestone	912
PLFPEI-DSN-2790	PRJ# 16 - Structures/Marine - IFC Design	Task Dependent	780
PLFPEI-DSN-2820	PRJ# 11- Structures/Marine - IFT Design	Finish Milestone	680
PLFPEI-DSN-2830	PRJ# 11- Structures/Marine - IFC Design	Task Dependent	640
PLFPEI-DSN-2860	PRJ # 9 - Flood Protection - IFT Design	Finish Milestone	209
PLFPEI-DSN-2870	PRJ # 9 - Flood Protection - IFC Design	Task Dependent	764
PLFPEI-DSN-2890	PRJ#19- Flood Protection - IFC Design	Task Dependent	706
PLFPEI-DSN-3160	Cherry St Realignment - Review of 60% Landscape & Finishes Design	Task Dependent	625
PLFPEI-DSN-3170	Cherry St Realignment - 90% Landscape & Finishes Design	Task Dependent	625
PLFPEI-DSN-3180	Cherry St Realignment - Review of 90% Landscape & Finishes Design	Task Dependent	630
PLFPEI-DSN-3640	Demolition of Existing Cherry St Bridge - Review of 60% Design	Task Dependent	221
PLFPEI-DSN-3650	Demolition of Existing Cherry St Bridge - 90% Design	Task Dependent	221
PLFPEI-DSN-3660	Demolition of Existing Cherry St Bridge - Review of 90% Design	Task Dependent	995
PLFPEI-DSN-3980	Commissioners St - Review of 90% Utilities Design	Task Dependent	331
PLFPEI-DSN-4030	Commissioners St - 60% Landscaping and finishes Design	Task Dependent	464
PLFPEI-DSN-4040	Commissioners St - Review of 60% Landscaping and finishes Design	Task Dependent	464
PLFPEI-DSN-4050	Commissioners St - 90% Landscaping and finishes Design	Task Dependent	464
PLFPEI-DSN-4060	Commissioners St - Review of 90% Landscaping and finishes Design	Task Dependent	464
PLFPEI-DSN-4350	Don Roadway - 60% Road Design	Task Dependent	322

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-DSN-4360	Don Roadway - Review of 60% Road Design	Task Dependent	363
PLFPEI-DSN-4370	Don Roadway - 90% Road Design	Task Dependent	363
PLFPEI-DSN-4380	Don Roadway - Review of 90% Road Design	Task Dependent	363
PLFPEI-DSN-4400	Don Roadway - Review of Concept Utilities Design	Task Dependent	815
PLFPEI-DSN-4410	Don Roadway - 30% Utilities Design	Task Dependent	796
PLFPEI-DSN-4420	Don Roadway - Review of 30% Utilities Design	Task Dependent	850
PLFPEI-DSN-4430	Don Roadway - 60% Utilities Design	Task Dependent	322
PLFPEI-DSN-4440	Don Roadway - Review of 60% Utilities Design	Task Dependent	322
PLFPEI-DSN-4450	Don Roadway - 90% Utilities Design	Task Dependent	322
PLFPEI-DSN-4460	Don Roadway - Review of 90% Utilities Design	Task Dependent	322
PLFPEI-DSN-4510	Don Roadway - 60% Landscaping and finishes Design	Task Dependent	255
PLFPEI-DSN-4520	Don Roadway - Review of 60% Landscaping and finishes Design	Task Dependent	291
PLFPEI-DSN-4530	Don Roadway - 90% Landscaping and finishes Design	Task Dependent	255
PLFPEI-DSN-4540	Don Roadway - Review of 90% Landscaping and finishes Design	Task Dependent	743
PLFPEI-DSN-4670	PRJ# 8 - North of Commissioners - Fill - 60% Design	Task Dependent	500
PLFPEI-DSN-4680	PRJ# 8 - North of Commissioners - Fill - Review of 60% Design	Task Dependent	516
PLFPEI-DSN-4690	PRJ# 8 - North of Commissioners - Fill - 90% Design	Task Dependent	500
PLFPEI-DSN-4700	PRJ# 8 - North of Commissioners - Fill - Review of 90% Design	Task Dependent	500
PLFPEI-DSN-4750	Soil Management Operations - 60% Design	Task Dependent	242
PLFPEI-DSN-4760	Soil Management Operations - Review of 60% Design	Task Dependent	254
PLFPEI-DSN-4770	Soil Management Operations - 90% Design	Task Dependent	242
PLFPEI-DSN-4780	Soil Management Operations - Review of 90% Design	Task Dependent	242
PLFPEI-DSN-4910	PRJ#4 - Marine - North of Overflow - 60% Design	Task Dependent	269
PLFPEI-DSN-4920	PRJ#4 - Marine - North of Overflow - Review of 60% Design	Task Dependent	377
PLFPEI-DSN-4930	PRJ#4 - Marine - North of Overflow - 90% Design	Task Dependent	364
PLFPEI-DSN-4940	PRJ#4 - Marine - North of Overflow - Review of 90% Design	Task Dependent	364
PLFPEI-DSN-5150	PRJ#3 - Landscaping and finishes - West & East Cell- 60% Design	Task Dependent	235
PLFPEI-DSN-5160	PRJ#3 - Landscaping and finishes - West & East Cell- Review of 60% Design	Task Dependent	247
PLFPEI-DSN-5170	PRJ#3 - Landscaping and finishes - West & East Cell- 90% Design	Task Dependent	235
PLFPEI-DSN-5180	PRJ#3 - Landscaping and finishes - West & East Cell- Review of 90% Design	Task Dependent	235
PLFPEI-DSN-5630	PRJ#4 -Excavation - 60% Design	Task Dependent	224
PLFPEI-DSN-5640	PRJ#4 -Excavation - Review of 60% Design	Task Dependent	224
PLFPEI-DSN-5650	PRJ#4 -Excavation - 90% Design	Task Dependent	224
PLFPEI-DSN-5660	PRJ#4 -Excavation - Review of 90% Design	Task Dependent	224
PLFPEI-DSN-5870	PRJ#4 - Landscaping and Finishes - 60% Design	Task Dependent	393
PLFPEI-DSN-5880	PRJ#4 - Landscaping and Finishes - Review of 60% Design	Task Dependent	393
PLFPEI-DSN-5890	PRJ#4 - Landscaping and Finishes - 90% Design	Task Dependent	393
PLFPEI-DSN-5900	PRJ#4 - Landscaping and Finishes - Review of 90% Design	Task Dependent	393
PLFPEI-DSN-6030	PRJ#20- Rough Grading (Fill) - 60% Design	Task Dependent	563
PLFPEI-DSN-6040	PRJ#20- Rough Grading (Fill) - Review of 60% Design	Task Dependent	563
PLFPEI-DSN-6050	PRJ#20- Rough Grading (Fill) - 90% Design	Task Dependent	594
PLFPEI-DSN-6060	PRJ#20- Rough Grading (Fill) - Review of 90% Design	Task Dependent	594
PLFPEI-DSN-6190	PRJ#2 - Structures & Marine- 60% Design	Task Dependent	214
PLFPEI-DSN-6200	PRJ#2 - Structures & Marine- Review of 60% Design	Task Dependent	214
PLFPEI-DSN-6210	PRJ#2 - Structures & Marine- 90% Design	Task Dependent	214
PLFPEI-DSN-6220	PRJ#2 - Structures & Marine- Review of 90% Design	Task Dependent	214

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-DSN-6270	PRJ# 17a&b - Fill- 60% Design	Task Dependent	223
PLFPEI-DSN-6280	PRJ# 17a&b - Fill- Review of 60% Design	Task Dependent	244
PLFPEI-DSN-6290	PRJ# 17a&b - Fill- 90% Design	Task Dependent	223
PLFPEI-DSN-6300	PRJ# 17a&b - Fill- Review of 90% Design	Task Dependent	223
PLFPEI-DSN-6310	PRJ# 16 - Removal Package - Concept Design	Task Dependent	475
PLFPEI-DSN-6320	PRJ# 16 - Removal Package - Review of Concept Design	Task Dependent	480
PLFPEI-DSN-6330	PRJ# 16 - Removal Package - 30% Design	Task Dependent	475
PLFPEI-DSN-6340	PRJ# 16 - Removal Package - Review of 30% Design	Task Dependent	480
PLFPEI-DSN-6350	PRJ# 16 - Removal Package - 60% Design	Task Dependent	475
PLFPEI-DSN-6360	PRJ# 16 - Removal Package - Review of 60% Design	Task Dependent	480
PLFPEI-DSN-6370	PRJ# 16 - Removal Package - 90% Design	Task Dependent	475
PLFPEI-DSN-6380	PRJ# 16 - Removal Package - Review of 90% Design	Task Dependent	780
PLFPEI-DSN-6470	PRJ# 16 - Structures/Marine - Concept Design	Task Dependent	780
PLFPEI-DSN-6480	PRJ# 16 - Structures/Marine - Review of Concept Design	Task Dependent	790
PLFPEI-DSN-6490	PRJ# 16 - Structures/Marine - 30% Design	Task Dependent	780
PLFPEI-DSN-6500	PRJ# 16 - Structures/Marine - Review of 30% Design	Task Dependent	790
PLFPEI-DSN-6510	PRJ# 16 - Structures/Marine - 60% Design	Task Dependent	780
PLFPEI-DSN-6520	PRJ# 16 - Structures/Marine - Review of 60% Design	Task Dependent	790
PLFPEI-DSN-6530	PRJ# 16 - Structures/Marine - 90% Design	Task Dependent	780
PLFPEI-DSN-6540	PRJ# 16 - Structures/Marine - Review of 90% Design	Task Dependent	780
PLFPEI-DSN-6720	PRJ#10 - Sediment Management - Review of Concept Design	Task Dependent	203
PLFPEI-DSN-6740	PRJ#10 - Sediment Management - Review of 30% Design	Task Dependent	203
PLFPEI-DSN-6760	PRJ#10 - Sediment Management - Review of 60% Design	Task Dependent	203
PLFPEI-DSN-6790	PRJ# 11- Structures/Marine - Concept Design	Task Dependent	640
PLFPEI-DSN-6800	PRJ# 11- Structures/Marine - Review of Concept Design	Task Dependent	655
PLFPEI-DSN-6810	PRJ# 11- Structures/Marine - 30% Design	Task Dependent	640
PLFPEI-DSN-6820	PRJ# 11- Structures/Marine - Review of 30% Design	Task Dependent	660
PLFPEI-DSN-6830	PRJ# 11- Structures/Marine - 60% Design	Task Dependent	640
PLFPEI-DSN-6840	PRJ# 11- Structures/Marine - Review of 60% Design	Task Dependent	655
PLFPEI-DSN-6850	PRJ# 11- Structures/Marine - 90% Design	Task Dependent	640
PLFPEI-DSN-6860	PRJ# 11- Structures/Marine - Review of 90% Design	Task Dependent	640
PLFPEI-DSN-6950	PRJ # 9 - Flood Protection - Concept Design	Task Dependent	209
PLFPEI-DSN-6960	PRJ # 9 - Flood Protection - Review of Concept Design	Task Dependent	224
PLFPEI-DSN-6970	PRJ # 9 - Flood Protection - 30% Design	Task Dependent	209
PLFPEI-DSN-6980	PRJ # 9 - Flood Protection - Review of 30% Design	Task Dependent	244
PLFPEI-DSN-6990	PRJ # 9 - Flood Protection - 60% Design	Task Dependent	209
PLFPEI-DSN-7000	PRJ # 9 - Flood Protection - Review of 60% Design	Task Dependent	249
PLFPEI-DSN-7010	PRJ # 9 - Flood Protection - 90% Design	Task Dependent	209
PLFPEI-DSN-7020	PRJ # 9 - Flood Protection - Review of 90% Design	Task Dependent	209
PLFPEI-DSN-7040	PRJ#19- Flood Protection - Review of Concept Design	Task Dependent	244
PLFPEI-DSN-7060	PRJ#19- Flood Protection - Review of 30% Design	Task Dependent	249
PLFPEI-DSN-7080	PRJ#19- Flood Protection - Review of 60% Design	Task Dependent	254
PLFPEI-DSN-7100	PRJ#19- Flood Protection - Review of 90% Design	Task Dependent	706
PLFPEI-DSN-7110	Cherry St Bridge North - IFC Design For Foundation Early Package	Task Dependent	228
PLFPEI-DSN-7420	PRJ#3 - Site Prep & Demo- West Plug- Review of 60% Design	Task Dependent	701
PLFPEI-DSN-7430	PRJ#3 - Site Prep & Demo- West Plug- 90% Design	Task Dependent	701

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-DSN-7440	PRJ#3 - Site Prep & Demo- West Plug- Review of 90% Design	Task Dependent	701
PLFPEI-DSN-7450	PRJ#3 - Site Prep & Demo- West Plug- IFC Design	Task Dependent	701
PLFPEI-DSN-7500	PRJ#3 - Excavation - West Plug- 60% Design	Task Dependent	261
PLFPEI-DSN-7510	PRJ#3 - Excavation - West Plug- IFT Design	Finish Milestone	261
PLFPEI-DSN-7520	PRJ#3 - Excavation - West Plug- Review of 60% Design	Task Dependent	675
PLFPEI-DSN-7530	PRJ#3 - Excavation - West Plug- 90% Design	Task Dependent	675
PLFPEI-DSN-7540	PRJ#3 - Excavation - West Plug- Review of 90% Design	Task Dependent	675
PLFPEI-DSN-7550	PRJ#3 - Excavation - West Plug- IFC Design	Task Dependent	675
PLFPEI-DSN-7600	PRJ#3 - Landscaping and finishes - West Plug - 60% Design	Task Dependent	643
PLFPEI-DSN-7610	PRJ#3 - Landscaping and finishes - West Plug - Review of 60% Design	Task Dependent	655
PLFPEI-DSN-7620	PRJ#3 - Landscaping and finishes - West Plug - 90% Design	Task Dependent	643
PLFPEI-DSN-7630	PRJ#3 - Landscaping and finishes - West Plug - Review of 90% Design	Task Dependent	643
PLFPEI-DSN-7640	PRJ#3 - Landscaping and finishes - West Plug - IFC Design	Task Dependent	643
PLFPEI-DSN-7650	PRJ#3 - Landscaping and finishes - West Plug - IFT Design	Finish Milestone	1150
PLFPEI-DSN-7680	PRJ#4 - Site Prep & Demo - Review of 60% Design	Task Dependent	216
PLFPEI-DSN-7690	PRJ#4 - Site Prep & Demo - 90% Design	Task Dependent	216
PLFPEI-DSN-7700	PRJ#4 - Site Prep & Demo - Review of 90% Design	Task Dependent	216
PLFPEI-DSN-7710	PRJ#4 - Site Prep & Demo - IFC Design	Task Dependent	216
PLFPEI-DSN-7760	PRJ#4 - Marine - South of Overflow - 60% Design	Task Dependent	386
PLFPEI-DSN-7770	PRJ#4 - Marine - South of Overflow - IFT Design	Finish Milestone	1228
PLFPEI-DSN-7780	PRJ#4 - Marine - South of Overflow - Review of 60% Design	Task Dependent	386
PLFPEI-DSN-7790	PRJ#4 - Marine - South of Overflow - 90% Design	Task Dependent	386
PLFPEI-DSN-7800	PRJ#4 - Marine - South of Overflow - Review of 90% Design	Task Dependent	386
PLFPEI-DSN-7810	PRJ#4 - Marine - South of Overflow - IFC Design	Task Dependent	386
PLFPEI-DSN-7920	PRJ#20- Structures/Marine - 60% Design	Task Dependent	539
PLFPEI-DSN-7930	PRJ#20- Structures/Marine - Review of 60% Design	Task Dependent	552
PLFPEI-DSN-7940	PRJ#20- Structures/Marine - 90% Design	Task Dependent	539
PLFPEI-DSN-7950	PRJ#20- Structures/Marine - Review of 90% Design	Task Dependent	539
PLFPEI-DSN-7960	PRJ#20- Structures/Marine - IFT Design	Finish Milestone	1192
PLFPEI-DSN-7970	PRJ#20- Structures/Marine - IFC Design	Task Dependent	539
PLFPEI-DSN-7980	PRJ#20 - Landscaping and Finishes - Concept Design	Task Dependent	362
PLFPEI-DSN-7990	PRJ#20 - Landscaping and Finishes - Review of Concept Design	Task Dependent	362
PLFPEI-DSN-8000	PRJ#20 - Landscaping and Finishes - 30% Design	Task Dependent	362
PLFPEI-DSN-8010	PRJ#20 - Landscaping and Finishes - Review of 30% Design	Task Dependent	362
PLFPEI-DSN-8020	PRJ#20 - Landscaping and Finishes - 60% Design	Task Dependent	362
PLFPEI-DSN-8030	PRJ#20 - Landscaping and Finishes - Review of 60% Design	Task Dependent	362
PLFPEI-DSN-8040	PRJ#20 - Landscaping and Finishes - 90% Design	Task Dependent	362
PLFPEI-DSN-8050	PRJ#20 - Landscaping and Finishes - Review of 90% Design	Task Dependent	362
PLFPEI-DSN-8060	PRJ#20 - Landscaping and Finishes - IFT Design	Finish Milestone	362
PLFPEI-DSN-8070	PRJ#20 - Landscaping and Finishes - IFC Design	Task Dependent	363
PLFPEI-DSN-8090	PRJ#21 - Rough Grading (Fill)- IFC Design	Task Dependent	705
PLFPEI-DSN-8110	PRJ#21 - Rough Grading (Fill)- Review of 60% Design	Task Dependent	705
PLFPEI-DSN-8120	PRJ#21 - Rough Grading (Fill)- 90% Design	Task Dependent	705
PLFPEI-DSN-8130	PRJ#21 - Rough Grading (Fill)- Review of 90% Design	Task Dependent	705
PLFPEI-DSN-8140	PRJ#21 - Landscaping and Finishes - IFT Design	Finish Milestone	253
PLFPEI-DSN-8150	PRJ#21 - Landscaping and Finishes - IFC Design	Task Dependent	383

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-DSN-8160	PRJ#21 - Landscaping and Finishes - Concept Design	Task Dependent	253
PLFPEI-DSN-8170	PRJ#21 - Landscaping and Finishes - Review of Concept Design	Task Dependent	273
PLFPEI-DSN-8180	PRJ#21 - Landscaping and Finishes - 30% Design	Task Dependent	253
PLFPEI-DSN-8190	PRJ#21 - Landscaping and Finishes - Review of 30% Design	Task Dependent	273
PLFPEI-DSN-8200	PRJ#21 - Landscaping and Finishes - 60% Design	Task Dependent	253
PLFPEI-DSN-8210	PRJ#21 - Landscaping and Finishes - Review of 60% Design	Task Dependent	413
PLFPEI-DSN-8220	PRJ#21 - Landscaping and Finishes - 90% Design	Task Dependent	383
PLFPEI-DSN-8230	PRJ#21 - Landscaping and Finishes - Review of 90% Design	Task Dependent	383
PLFPEI-DSN-8290	PRJ#2 - DSM - IFC Design	Task Dependent	408
PLFPEI-DSN-8320	PRJ#2 - Site Prep & Demo - Review of 60% Design	Task Dependent	434
PLFPEI-DSN-8330	PRJ#2 - Site Prep & Demo - 90% Design	Task Dependent	434
PLFPEI-DSN-8340	PRJ#2 - Site Prep & Demo - Review of 90% Design	Task Dependent	434
PLFPEI-DSN-8350	PRJ#2 - Site Prep & Demo - IFC Design	Task Dependent	434
PLFPEI-DSN-8380	PRJ#8- Site Prep & Demo - Review of 60% Design	Task Dependent	524
PLFPEI-DSN-8390	PRJ#8- Site Prep & Demo - 90% Design	Task Dependent	524
PLFPEI-DSN-8400	PRJ#8- Site Prep & Demo - Review of 90% Design	Task Dependent	524
PLFPEI-DSN-8410	PRJ#8- Site Prep & Demo - IFC Design	Task Dependent	524
PLFPEI-DSN-8460	PRJ# 8 - South of Commissioners - 60% Design	Task Dependent	209
PLFPEI-DSN-8470	PRJ# 8 - South of Commissioners - IFT Design	Finish Milestone	209
PLFPEI-DSN-8480	PRJ# 8 - South of Commissioners - Review of 60% Design	Task Dependent	209
PLFPEI-DSN-8490	PRJ# 8 - South of Commissioners - 90% Design	Task Dependent	209
PLFPEI-DSN-8500	PRJ# 8 - South of Commissioners - Review of 90% Design	Task Dependent	485
PLFPEI-DSN-8510	PRJ# 8 - South of Commissioners - IFC Design	Task Dependent	485
PLFPEI-DSN-8520	PRJ# 8 - Landscaping and Finishes - 60% Design	Task Dependent	448
PLFPEI-DSN-8530	PRJ# 8 - Landscaping and Finishes - Review of 60% Design	Task Dependent	448
PLFPEI-DSN-8540	PRJ# 8 - Landscaping and Finishes - 90% Design	Task Dependent	448
PLFPEI-DSN-8550	PRJ# 8 - Landscaping and Finishes - Review of 90% Design	Task Dependent	448
PLFPEI-DSN-8560	PRJ# 8 - Landscaping and Finishes - IFT Design	Finish Milestone	912
PLFPEI-DSN-8570	PRJ# 8 - Landscaping and Finishes - IFC Design	Task Dependent	448
PLFPEI-DSN-8600	PRJ#17a&b - Site Prep & Demo - Review of 60% Design	Task Dependent	254
PLFPEI-DSN-8610	PRJ#17a&b - Site Prep & Demo - 90% Design	Task Dependent	254
PLFPEI-DSN-8620	PRJ#17a&b - Site Prep & Demo - Review of 90% Design	Task Dependent	254
PLFPEI-DSN-8630	PRJ#17a&b - Site Prep & Demo - IFC Design	Task Dependent	254
PLFPEI-DSN-8640	PRJ# 17b- Landscaping and Finishes - 60% Design	Task Dependent	357
PLFPEI-DSN-8650	PRJ# 17b- Landscaping and Finishes - Review of 60% Design	Task Dependent	357
PLFPEI-DSN-8660	PRJ# 17b- Landscaping and Finishes - 90% Design	Task Dependent	357
PLFPEI-DSN-8670	PRJ# 17b- Landscaping and Finishes - Review of 90% Design	Task Dependent	357
PLFPEI-DSN-8680	PRJ# 17b- Landscaping and Finishes - IFT Design	Finish Milestone	456
PLFPEI-DSN-8690	PRJ# 17b- Landscaping and Finishes - IFC Design	Task Dependent	357
PLFPEI-DSN-8700	PRJ # 12 - Flood Protection - IFT Design	Finish Milestone	672
PLFPEI-DSN-8710	PRJ # 12 - Flood Protection - IFC Design	Task Dependent	680
PLFPEI-DSN-8720	PRJ # 12 - Flood Protection - Concept Design	Task Dependent	672
PLFPEI-DSN-8730	PRJ # 12 - Flood Protection - Review of Concept Design	Task Dependent	687
PLFPEI-DSN-8740	PRJ # 12 - Flood Protection - 30% Design	Task Dependent	672
PLFPEI-DSN-8750	PRJ # 12 - Flood Protection - Review of 30% Design	Task Dependent	707
PLFPEI-DSN-8760	PRJ # 12 - Flood Protection - 60% Design	Task Dependent	672

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-DSN-8770	PRJ # 12 - Flood Protection - Review of 60% Design	Task	712
PLFPEI-DSN-8780	PRJ # 12 - Flood Protection - 90% Design	Task	672
PLFPEI-DSN-8790	PRJ # 12 - Flood Protection - Review of 90% Design	Task	672
PLFPEI-DSN-8800	PRJ#3 - Landscaping and finishes - West & East Cell- Early IFT Design for Soil	Finish	296
PLFPEI-DSN-8810	PRJ# 4 - North & South Plug Removal - Concept Design	Task	499
PLFPEI-DSN-8820	PRJ# 4 - North & South Plug Removal - Review of Concept Design	Task	514
PLFPEI-DSN-8830	PRJ# 4 - North & South Plug Removal - 30% Design	Task	499
PLFPEI-DSN-8840	PRJ# 4 - North & South Plug Removal - Review of 30% Design	Task	519
PLFPEI-DSN-8850	PRJ# 4 - North & South Plug Removal - 60% Design	Task	499
PLFPEI-DSN-8860	PRJ# 4 - North & South Plug Removal - Review of 60% Design	Task	514
PLFPEI-DSN-8870	PRJ# 4 - North & South Plug Removal - 90% Design	Task	499
PLFPEI-DSN-8880	PRJ# 4 - North & South Plug Removal - Review of 90% Design	Task	499
PLFPEI-DSN-8890	PRJ# 4 - North & South Plug Removal - IFT Design	Finish	510
PLFPEI-DSN-8900	PRJ# 4 - North & South Plug Removal - IFC Design	Task	499
PLFPEI-DSN-9000	Don Roadway - Relocation/Removal of Existing Toronto Water - Design Package	Task	826
PLFPEI-DSN-9010	Don Roadway - Relocation/Removal of Existing Multi Utility Pipe - Design Package	Task	848
PLFPEI-DSN-9020	Don Roadway - Relocation/Removal of Existing Oil Pipeline - Design Package	Task	826
PLFPEI-DSNC-1000	Hydro one Integration Summary Work [Cost Loading]	WBS	1018
PLFPEI-DSNC-1010	River Vally System Summary Work [Cost Loading]	WBS	1094
PLFPEI-DSNC-1030	Wall Feature Summary Work [Cost Loading]	WBS	856
PLFPEI-DSNC-1040	Cherry St. Roads Summary Work [Cost Loading]	WBS	620
PLFPEI-DSNC-1060	Cherry St Bridge South Summary Work [Cost Loading]	WBS	310
PLFPEI-DSNC-1070	Commissioners St Bridge Summary Work [Cost Loading]	WBS	255
PLFPEI-DSNC-1090	Commissioners St. West Road Summary Work [Cost Loading]	WBS	1057
PLFPEI-DSNC-1110	Don Rodway Roads Summary Work [Cost Loading]	WBS	484
PLFPEI-DSNC-1120	Site Wde Municipal Infrastructure Summary Work [Cost Loading]	WBS	654
PLFPEI-DSNC-1130	Polson Slip Summary Work [Cost Loading]	WBS	412
PLFPEI-DSNC-1160	Eastem Ave Flood Protection Summary Work [Cost Loading]	WBS	680
PLFPEI-DSNC-1170	Keating Channel Summary Work [Cost Loading]	WBS	856
PLFPEI-DSNC-1180	Promontory Park Summary Work [Cost Loading]	WBS	357
PLFPEI-DSNC-1190	Demolition of Existing Cherry St Bridge Summary Work [Cost Loading]	WBS	995
PLFPEI-DSNC-1220	North Park North Summary Work [Cost Loading]	WBS	856
PLFPEI-DSNC-1225	South Park South Summary Work [Cost Loading]	WBS	383
PLFPEI-DSNC-1240	Viller's Island Grading Summary Work [Cost Loading]	WBS	706
PLFPEI-DSNC-1260	First Gulf Landform Summary Work [Cost Loading]	WBS	764
PLFPEI-DSNC-1270	Commissioners St. East Road Summary Work [Cost Loading]	WBS	1057
PLFPEI-DSNC-1290	Don Greenway Summary Work [Cost Loading]	WBS	856
PLFPEI-DSNC-1300	Flow Control Weirs Summary Work [Cost Loading]	WBS	640
PLFPEI-ENW-1010	CBRA - Ind. Completion of The All Environmental and Pilot Studies [Prior To Excavation] - [By Others]	Task	1035
PLFPEI-ENW-1020	RSC # 1 [312 Cherry Street]	Task	739
PLFPEI-ENW-1060	RSC # 4-8 [River Park North & South]	Task	404
PLFPEI-ENW-1150	Environmental Site Assessment Sign-off	Finish	1035
PLFPEI-ENW-1160	Prepare Permits Package	Task	1035
PLFPEI-ENW-1170	Approval Process by Regulatory Agency	Task	1035
PLFPEI-ENW-1180	Arborist Report - Scope # 8	Task	525
PLFPEI-ENW-1220	Tree Cutting Permit Application -Project # 8	Task	525

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-ENV-1280	RSC # 11&12 Risk Assessment Draft Concept [Don Roadway & Villiers Park]	Task Dependent	322
PLFPEI-MLS-1010	Start of Roads Top Course & Marking	Start Milestone	468
PLFPEI-MLS-1240	Access to the 3C Land	Start Milestone	259
PLFPEI-MLS-2070	238 Cherry St. - Ontario Ltd. - Lease Expiry	Finish Milestone	330
PLFPEI-MLS-2080	242 Cherry St - City of Toronto Solid Waste Mgmt. - Lease Expiry	Finish Milestone	414
PLFPEI-MLS-2090	50 Villiers St. - Rogers Communication - Lease Expiry	Finish Milestone	1104
PLFPEI-MLS-2100	99 Commissioners St. - National Rubber Tech. - Lease Expiry	Finish Milestone	289
PLFPEI-MLS-2110	75 Commissioners St. - United Rental - Lease Expiry	Finish Milestone	241
PLFPEI-MLS-2120	95 Commissioners St. - Lease Expiry	Finish Milestone	230
PLFPEI-MLS-2130	75 Commissioners St. - Studio City Scaffold - Lease Expiry	Finish Milestone	230
PLFPEI-MLS-2140	97 Commissioners St. - Lease Expiry	Finish Milestone	230
PLFPEI-MLS-2150	180 Commissioners St. - Lease Expiry	Finish Milestone	376
PLFPEI-MLS-2160	185 Commissioners St. - Lease Expiry	Finish Milestone	376
PLFPEI-MLS-2170	13 Munition Street - PS Production - Lease Expiry	Finish Milestone	936
PLFPEI-MLS-2210	105 Villiers St - Lease Expiry	Finish Milestone	853
PLFPEI-MLS-2240	65 Villiers St. - CIMCO - Lease Expiry	Finish Milestone	577
PLFPEI-MLS-2250	Ship Channel Dockwall IFC Design	Finish Milestone	519
PLFPEI-MLS-2280	SDMA Dockwalls Complete	Finish Milestone	238
PLFPEI-MLS-2290	Don Roadway Dockwall Construction Start	Start Milestone	206
PLFPEI-MLS-2300	Polson Slip East & West Cofferdam Installed	Finish Milestone	250
PLFPEI-MLS-2310	Polson Slip Revetment Work Complete	Finish Milestone	203
PLFPEI-MLS-2320	Lakeshore Blvd Westbound Closure	Level of Effort	226
PLFPEI-PCON-1095	Land Survey [Callon-Dietz Inc]	Task Dependent	1252
PLFPEI-PRM-1010	Bridges: Cultural Heritage Environmental Report (CHER)	Task Dependent	1090
PLFPEI-PRM-1020	Bridges: Old Cherry Demolition Permit	Task Dependent	815
PLFPEI-PRM-1030	Bridges: Designated Substance Survey - Electrical / Mechanical	Task Dependent	927
PLFPEI-PRM-1040	Bridges: Harbour Master Authorization / Port Toronto (Cherry Street Bridge North & Old Bridge Demo)	Task Dependent	215
PLFPEI-PRM-1050	Bridges: Lakes and Rivers Improvement Act	Task Dependent	215
PLFPEI-PRM-1060	Bridges: Navigable Waters Protection (Cherry St. Bridge North)	Task Dependent	225
PLFPEI-PRM-1070	Bridges: Permit to Take Water (PTW- Cherry Street Bridge North)	Task Dependent	215
PLFPEI-PRM-1080	Bridges: Toronto Hydro Street Lighting	Task Dependent	595
PLFPEI-PRM-1090	Bridges: Toronto Region Conservation Authority Permit (Cherry St. Bridge North)	Task Dependent	263
PLFPEI-PRM-1100	Bridges: TTC	Task Dependent	215
PLFPEI-PRM-1120	Roads: COT/ECS Approval - @60%	Task Dependent	207
PLFPEI-PRM-1170	Roads: Tree Removal Permit	Task Dependent	297
PLFPEI-PRM-1230	Roads: Building Permit for Sanitary Pumping Station and Stormwater Treatment Facility	Task Dependent	212
PLFPEI-PRM-1250	Roads: Hydro Street Lighting	Task Dependent	1051
PLFPEI-PRM-1260	Roads: Temporary Groundwater for outletting/discharge	Task Dependent	234
PLFPEI-PRM-1280	Bridges: DFO/COT (Cherry Street Bridge North & Old Bridge Demo)	Task Dependent	215
PLFPEI-PRM-1290	Roads: DFO Fisheries Act Review/COT Review for Marine Crossings	Task Dependent	338
PLFPEI-PRM-1320	Environmental/Soil Remediation/Excavation: EA Compliance Baseline Reporting	Task Dependent	340
PLFPEI-PRM-1330	Environmental/Soil Remediation/Excavation: Excess soil management plan	Task Dependent	472
PLFPEI-PRM-1340	Environmental/Soil Remediation/Excavation: MOECC vehicle (legal) - Part of the CBRA program	Task Dependent	1027
PLFPEI-PRM-1350	Environmental/Soil Remediation/Excavation: Sediment Mgmt. Permanent ECA	Task Dependent	732
PLFPEI-PRM-1360	Environmental/Soil Remediation/Excavation: Soil Treatment ECA	Task Dependent	326
PLFPEI-PRM-1370	Environmental/Soil Remediation/Excavation: TRCA O-Reg 166 for stockpiling in the floodplain	Task Dependent	288

Total Float over 200 Days

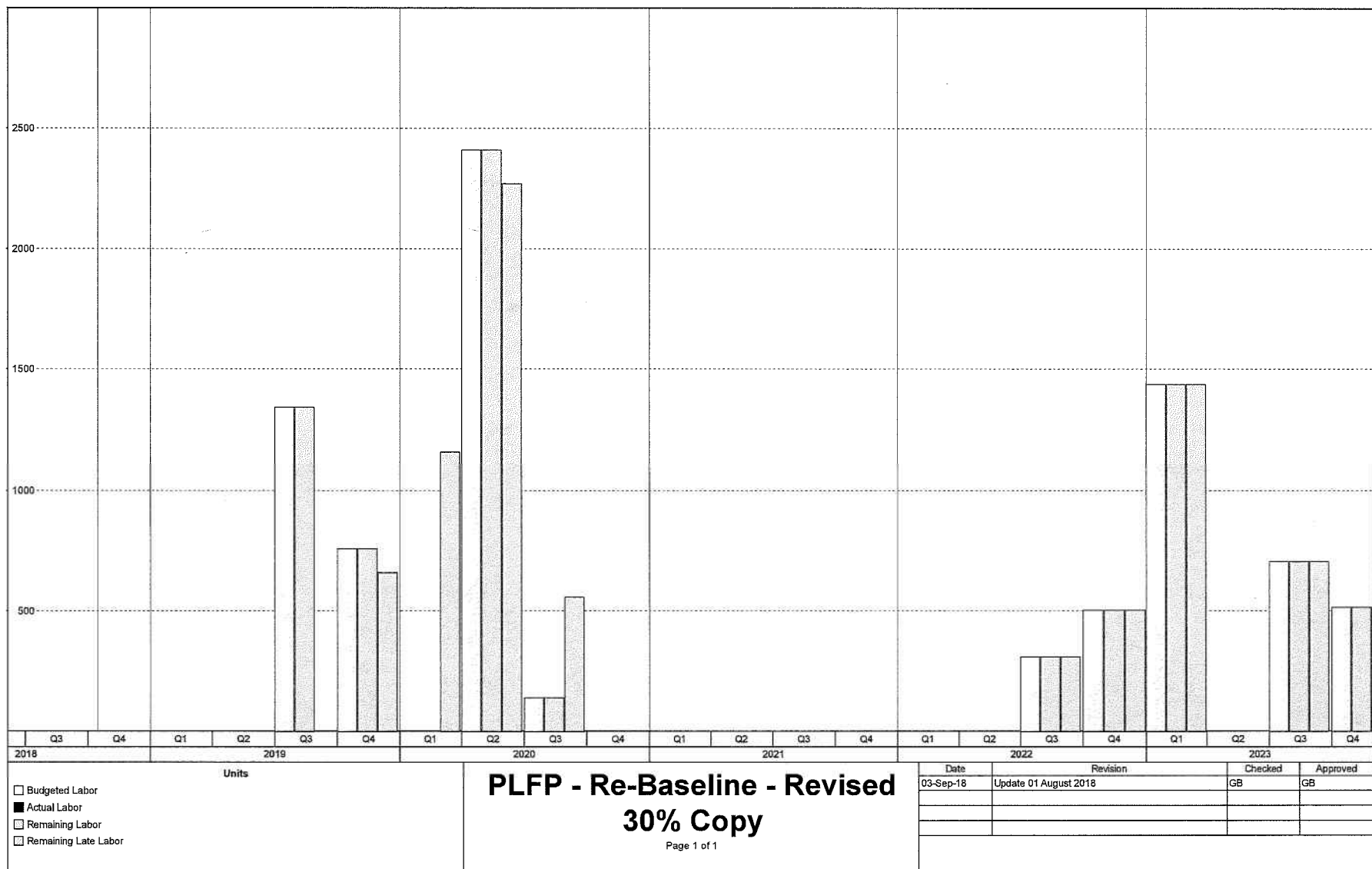
Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-PRM-1390	Environmental/Soil Remediation/Excavation: Parks Stormwater ECA [North & South Parks]	Task Dependent	563
PLFPEI-PRM-1400	Water/Harbor: MNR - Lakes and Rivers Improvement Act [Keating Channel & 1st Plug]	Task Dependent	475
PLFPEI-PRM-1410	Water/Harbor: Transport Canada	Task Dependent	225
PLFPEI-PRM-1420	Roads: Permit to Take Water - North of Keating Channel [Cherry street Realignment]	Task Dependent	290
PLFPEI-PRM-1440	Environmental/Soil Remediation/Excavation: Parks Stormwater ECA [Promontory Park]	Task Dependent	223
PLFPEI-PRM-1450	Water/Harbor: MNR - Lakes and Rivers Improvement Act [Polson Slip]	Task Dependent	294
PLFPEI-PRM-1460	Bridges: Demolition Permit for Lake Shore Rail Bridge	Task Dependent	274
PLFPEI-PRO-1100	Laboratory & Testing - RFP phase	Task Dependent	258
PLFPEI-PRO-1110	Laboratory & Testing - Evaluation of Proposal & Award	Task Dependent	258
PLFPEI-PRO-1160	Surveying QC Service - RFP phase	Task Dependent	277
PLFPEI-PRO-1170	Surveying QC Service - Evaluation of Proposal & Award	Task Dependent	277
PLFPEI-PRO-1290	Fence To Secure Active Sites - Evaluation of Proposal & Award	Task Dependent	1282
PLFPEI-PRO-1570	Soil Improvement - RFQ Phase	Task Dependent	268
PLFPEI-PRO-1580	Soil Improvement - RFP phase	Task Dependent	268
PLFPEI-PRO-1590	Soil Improvement - Evaluation of Proposal & Award	Task Dependent	268
PLFPEI-PRO-1600	Soil Improvement - Detailed Design [By Awarded Contractor]	Task Dependent	268
PLFPEI-PRO-1670	Cherry St. From Lakeshore to Property P - RFP phase	Task Dependent	571
PLFPEI-PRO-1680	Cherry St. From Lakeshore to Property P - Evaluation of Proposal & Award	Task Dependent	571
PLFPEI-PRO-1690	Road Construction - RFQ Phase	Task Dependent	451
PLFPEI-PRO-1700	Road Construction - RFP phase	Task Dependent	451
PLFPEI-PRO-1710	Road Construction - Evaluation of Proposal & Award	Task Dependent	451
PLFPEI-PRO-1810	Public Realm - RFQ Phase	Task Dependent	265
PLFPEI-PRO-1820	Public Realm - RFP phase	Task Dependent	255
PLFPEI-PRO-1830	Public Realm - Evaluation of Proposal & Award	Task Dependent	255
PLFPEI-PRO-1840	Dry Utilities - RFQ Phase	Task Dependent	214
PLFPEI-PRO-1930	Gas Utilities - RFQ Phase	Task Dependent	263
PLFPEI-PRO-1940	Gas Utilities - RFP phase	Task Dependent	222
PLFPEI-PRO-1950	Gas Utilities - Evaluation of Proposal & Award	Task Dependent	222
PLFPEI-PRO-1970	Cherry St. Bridge North - Deep Foundation - RFP phase	Task Dependent	217
PLFPEI-PRO-1980	Cherry St. Bridge North - Deep Foundation - Evaluation of Proposal & Award	Task Dependent	217
PLFPEI-PRO-1990	Cherry St. Bridge South - Deep Foundation - RFQ Phase	Task Dependent	306
PLFPEI-PRO-2000	Cherry St. Bridge South - Deep Foundation - RFP phase	Task Dependent	306
PLFPEI-PRO-2010	Cherry St. Bridge South - Deep Foundation - Evaluation of Proposal & Award	Task Dependent	306
PLFPEI-PRO-2050	Cherry St. Bridge North - Substructures - RFQ Phase	Task Dependent	230
PLFPEI-PRO-2080	Cherry North & Commissioners - Substructures and Finishes - RFQ Phase	Task Dependent	406
PLFPEI-PRO-2090	Cherry North & Commissioners - Substructures and Finishes - RFP phase	Task Dependent	385
PLFPEI-PRO-2100	Cherry North & Commissioners - Substructures and Finishes - Evaluation of Proposal & Award	Task Dependent	385
PLFPEI-PRO-2140	Cherry St. Existing Bridge - Demolition - RFQ Phase	Task Dependent	221
PLFPEI-PRO-2150	Cherry St. Existing Bridge - Demolition - RFP phase	Task Dependent	221
PLFPEI-PRO-2160	Cherry St. Existing Bridge - Demolition - Evaluation of Proposal & Award	Task Dependent	221
PLFPEI-PRO-2210	River Valley Sheet Piling & Dock Wall - RFP phase	Task Dependent	269
PLFPEI-PRO-2220	River Valley Sheet Piling & Dock Wall - Evaluation of Proposal & Award	Task Dependent	269
PLFPEI-PRO-2230	Excavation & Soil Management - RFQ Phase	Task Dependent	257
PLFPEI-PRO-2240	Excavation & Soil Management - RFP phase	Task Dependent	229
PLFPEI-PRO-2250	Excavation & Soil Management - Evaluation of Proposal & Award	Task Dependent	229
PLFPEI-PRO-2380	River Plaining Soil- RFQ Phase	Task Dependent	336

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-PRO-2390	River Planting Soil- RFP phase	Task Dependent	296
PLFPEI-PRO-2400	River Planting Soil- Evaluation of Proposal & Award	Task Dependent	296
PLFPEI-PRO-2410	Plugs Removal - RFQ Phase	Task Dependent	468
PLFPEI-PRO-2420	Plugs Removal - RFP phase	Task Dependent	468
PLFPEI-PRO-2430	Plugs Removal - Evaluation of Proposal & Award	Task Dependent	468
PLFPEI-PRO-2440	Flood Protection Earth Work - RFQ Phase	Task Dependent	209
PLFPEI-PRO-2620	Sediment Mgmt Area - RFQ Phase	Task Dependent	208
PLFPEI-PRO-2650	Flow Control Wiers - RFQ Phase	Task Dependent	680
PLFPEI-PRO-2660	Flow Control Wiers - RFP phase	Task Dependent	680
PLFPEI-PRO-2670	Flow Control Wiers - Evaluation of Proposal & Award	Task Dependent	680
PLFPEI-PRO-2710	Parks Planting Soil - RFQ Phase	Task Dependent	545
PLFPEI-PRO-2720	Parks Planting Soil - RFP phase	Task Dependent	545
PLFPEI-PRO-2730	Parks Planting Soil - Evaluation of Proposal & Award	Task Dependent	545
PLFPEI-PRO-2830	Promontory Park Earthworks - RFQ Phase	Task Dependent	279
PLFPEI-PRO-2840	Promontory Park Earthworks - RFP phase	Task Dependent	279
PLFPEI-PRO-2850	Promontory Park Earthworks - Evaluation of Proposal & Award	Task Dependent	279
PLFPEI-PRO-2920	River Parks Earthworks - RFQ Phase	Task Dependent	253
PLFPEI-PRO-2930	River Parks Earthworks - RFP phase	Task Dependent	253
PLFPEI-PRO-2940	River Parks Earthworks - Evaluation of Proposal & Award	Task Dependent	253
PLFPEI-PRO-3010	Parks Planting Soil Installation - RFQ Phase	Task Dependent	565
PLFPEI-PRO-3020	Parks Planting Soil Installation - RFP phase	Task Dependent	550
PLFPEI-PRO-3030	Parks Planting Soil Installation - Evaluation of Proposal & Award	Task Dependent	550
PLFPEI-PRO-3040	River Parks Landscaping & Finishes - RFQ Phase	Task Dependent	742
PLFPEI-PRO-3050	River Parks Landscaping & Finishes - RFP phase	Task Dependent	727
PLFPEI-PRO-3060	River Parks Landscaping & Finishes - Evaluation of Proposal & Award	Task Dependent	727
PLFPEI-PRO-3380	[PRJ#2 & 4] -Soil Mixing - RFQ Phase	Task Dependent	221
PLFPEI-PRO-3420	Site Prep Phase 2- RFP phase	Task Dependent	212
PLFPEI-PRO-3430	Site Prep Phase 2- Evaluation of Proposal & Award	Task Dependent	212
PLFPEI-PRO-3510	Site Prep Phase 5- RFP phase	Task Dependent	208
PLFPEI-PRO-3520	Site Prep Phase 5- Evaluation of Proposal & Award	Task Dependent	208
PLFPEI-PRO-3600	Pre Construction Surveys Phase 2 - RFP phase	Task Dependent	212
PLFPEI-PRO-3610	Pre Construction Surveys Phase 2 - Evaluation of Proposal & Award	Task Dependent	212
PLFPEI-PRO-3690	Pre Construction Surveys Phase 5 - RFP phase	Task Dependent	208
PLFPEI-PRO-3700	Pre Construction Surveys Phase 5 - Evaluation of Proposal & Award	Task Dependent	208
PLFPEI-PRO-3740	Laboratory & Testing - RFQ Phase	Task Dependent	275
PLFPEI-PRO-3750	Laboratory & Testing - RFP phase	Task Dependent	275
PLFPEI-PRO-3760	Laboratory & Testing - Evaluation of Proposal & Award	Task Dependent	275
PLFPEI-PRO-3780	Geotechnical Service - RFP phase	Task Dependent	421
PLFPEI-PRO-3790	Geotechnical Service - Evaluation of Proposal & Award	Task Dependent	421
PLFPEI-PRO-3800	Eastern Ave Flood Protection - RFQ Phase	Task Dependent	676
PLFPEI-PRO-3810	Eastern Ave Flood Protection - RFP phase	Task Dependent	676
PLFPEI-PRO-3820	Eastern Ave Flood Protection - Evaluation of Proposal & Award	Task Dependent	676
PLFPEI-PRO-3830	River Planting Soil Installation - RFQ Phase	Task Dependent	296
PLFPEI-PRO-3840	River Planting Soil Installation - RFP phase	Task Dependent	256
PLFPEI-PRO-3850	River Planting Soil Installation - Evaluation of Proposal & Award	Task Dependent	256
PLFPEI-PRO-3860	River Valley Landscaping - RFQ Phase	Task Dependent	296

Total Float over 200 Days

Activity ID	Activity Name	Activity Type	Total Float
PLFPEI-PRO-3870	River Valley Landscaping - RFP phase	Task Dependent	258
PLFPEI-PRO-3880	River Valley Landscaping - Evaluation of Proposal & Award	Task Dependent	258
PLFPEI-PRO-3890	Sediment Mgmt Building- RFQ Phase	Task Dependent	672
PLFPEI-PRO-3900	Sediment Mgmt Building - RFP phase	Task Dependent	672
PLFPEI-PRO-3910	Sediment Mgmt Building - Evaluation of Proposal & Award	Task Dependent	672
PLFPEI-PRO-3920	Canoe Channel Pedestrian Bridge - RFQ Phase	Task Dependent	805
PLFPEI-PRO-3930	Canoe Channel Pedestrian Bridge - RFP phase	Task Dependent	805
PLFPEI-PRO-3940	Canoe Channel Pedestrian Bridge - Evaluation of Proposal & Award	Task Dependent	805
PLFPEI-PRO-3950	Pedestrian Bridge- RFQ Phase	Task Dependent	436
PLFPEI-PRO-3960	Pedestrian Bridge - RFP phase	Task Dependent	436
PLFPEI-PRO-3970	Pedestrian Bridge - Evaluation of Proposal & Award	Task Dependent	436
PLFPEI-PRO-3980	Parks Furnitures - RFQ Phase	Task Dependent	712
PLFPEI-PRO-3990	Parks Furnitures - RFP phase	Task Dependent	712
PLFPEI-PRO-4000	Parks Furnitures - Evaluation of Proposal & Award	Task Dependent	712
PLFPEI-PRO-4010	Parks Playgrounds Installation - RFQ Phase	Task Dependent	362
PLFPEI-PRO-4020	Parks Playgrounds Installation - RFP phase	Task Dependent	362
PLFPEI-PRO-4030	Parks Playgrounds Installation - Evaluation of Proposal & Award	Task Dependent	362
PLFPEI-PRO-4040	Parks Lighting and Electrical - RFQ Phase	Task Dependent	712
PLFPEI-PRO-4050	Parks Lighting and Electrical - RFP phase	Task Dependent	712
PLFPEI-PRO-4060	Parks Lighting and Electrical - Evaluation of Proposal & Award	Task Dependent	712
PLFPEI-PRO-4080	Lighting & Electrical and Traffic Lights - RFP phase	Task Dependent	469
PLFPEI-PRO-4090	Lighting & Electrical and Traffic Lights - Evaluation of Proposal & Award	Task Dependent	469
PLFPEI-PRO-4130	Cherry St. Bridge North - Finishes- RFQ Phase	Task Dependent	539
PLFPEI-PRO-4140	Cherry St. Bridge North - Finishes- RFP phase	Task Dependent	523
PLFPEI-PRO-4150	Cherry St. Bridge North - Finishes - Evaluation of Proposal & Award	Task Dependent	523
PLFPEI-PRO-4170	Parks Playgrounds Design and Fab - RFP phase	Task Dependent	406
PLFPEI-PRO-4180	Parks Playgrounds Design and Fab - Evaluation of Proposal & Award	Task Dependent	406
PLFPEI-PRO-4260	Demo Phase 2- RFP phase	Task Dependent	1254
PLFPEI-PRO-4270	Demo Phase 2- Evaluation of Proposal & Award	Task Dependent	1254
PLFPEI-PRO-4280	Demo Phase 3- RFP phase	Task Dependent	1090
PLFPEI-PRO-4300	Demo Phase 3- Evaluation of Proposal & Award	Task Dependent	1090
PLFPEI-PRO-4320	Demo Phase 4- RFP phase	Task Dependent	1011
PLFPEI-PRO-4330	Demo Phase 4- Evaluation of Proposal & Award	Task Dependent	1011
PLFPEI-PRO-4350	Demo Phase 5- RFP phase	Task Dependent	892
PLFPEI-PRO-4360	Demo Phase 5- Evaluation of Proposal & Award	Task Dependent	892
Total			187





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Pichette, Chanelle (INFC)

From: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Sent: December 12, 2018 9:54 AM
To: Nassif, Marie-Pier (INFC)
Subject: RE: Trip to TO

Hey Marie-Pier

All is well with you I hope ?

thanks

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



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From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: December 3, 2018 4:08 PM
To: Ann Landry [REDACTED]@waterfronttoronto.ca>
Cc: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Subject: RE: Trip to TO

Much appreciated – thank you. We are about to confirm our flights and arrangements. I will get back to you should there be any issues, but otherwise I will see you all on Friday, 3:00pm.

Marie-Pier

From: Ann Landry [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: December 3, 2018 3:19 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Emil Zelic [REDACTED]@waterfronttoronto.ca>
Subject: RE: Trip to TO

Hi Marie-Pier – I've set up a meeting with Emil and Sasha at 3pm on Friday. I've also invited David Kusturin, Lisa Taylor and Julius Gombos, however all of them have conflicting meetings but will see if they can accommodate our meeting.

We'll see you on Friday.

Regards,
Ann

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Friday, November 30, 2018 3:19 PM
To: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Cc: Ann Landry [REDACTED]@waterfronttoronto.ca>
Subject: RE: Trip to TO

Excellent – thanks for the fast response and for your flexibility.

I look forward to meeting you,
Marie-Pier

From: Emil Zelic [mailto:████████@waterfrontoronto.ca]
Sent: November 30, 2018 2:28 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Ann Landry <████████@waterfrontoronto.ca>
Subject: RE: Trip to TO

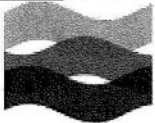
Hi Marie-Pier
 great to hear from you.

Friday afternoon Dec. 07 works great for us – anytime 2pm and after we can meet with you.

Ann – could you reach to Marie-Pier and book a meeting in Flex room.

thank you
 have a safe and enjoyable weekend

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 ██████████@waterfrontoronto.ca | www.waterfrontoronto.ca



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From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: November 30, 2018 2:17 PM
To: Emil Zelic ██████████@waterfrontoronto.ca>
Cc: Ann Landry ██████████@waterfrontoronto.ca>
Subject: RE: Trip to TO

Hi Emil,

Looks like Dec. 7 would be the date for a quick visit in Toronto. Would you and perhaps some of your team members be available to meet in the afternoon Friday, Dec. 7?

If not, no worries – I'm sure there will be other opportunities in 2019.

Thanks and hope all is well with you.

Marie-Pier

From: Emil Zelic [mailto:████████@waterfrontoronto.ca]
Sent: November 16, 2018 6:25 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Ann Landry <████████@waterfrontoronto.ca>
Subject: Re: Trip to TO

Hi Marie-Pier

We are very happy to see you in person, together with Robert and Erin.

I have cc'd Ann so we can book our calendars.

Looking forward to our meeting.

Have a great and safe weekend

Thank you

emil zelic | PMO & IT | Waterfront Toronto | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca

OBJ

From: marie-pier.nassif@canada.ca

Sent: November 16, 2018 17:45

To: [REDACTED]@waterfronttoronto.ca

Subject: Trip to TO

Good afternoon Emil,

I'm planning a visit to Toronto in the next few weeks for meetings and oversight committees with representatives from the Ministry of Infrastructure and the Ministry of Transportation Ontario. I was wondering if I could potentially use this opportunity to stop by your office and meet with you in person? It would be informal and simply as an introductory face-to-face meeting. I would likely be accompanied by two members of my team: Robert McCallum, manager, and Erin Coffin, senior analyst.

Let me know what you think and if this is something you would consider. If so, would you be available in the first week of December?

Thank you and I wish you a good weekend,
Marie-Pier

Marie-Pier Nassif

Director, Program Operations Branch

Infrastructure Canada | Government of Canada

Marie-Pier.Nassif@canada.ca | Tel: 613-960-9422 | Cell: [REDACTED]

Directrice, Direction générale des opérations

Infrastructure Canada | Gouvernement du Canada

Marie-Pier.Nassif@canada.ca | Tél: 613-960-9422 | Cell: [REDACTED]

Pichette, Chanelle (INFC)

From: Tara Connor [REDACTED]@waterfronttoronto.ca>
Sent: December 14, 2018 3:59 PM
To: Julie Bowering; Nassif, Marie-Pier (INFC); Nik Chatterjee; David Stonehouse; Kyle Knoeck; Mike (EDC) Williams; Steve McKenna; Ken Dion; Helen Donches; [REDACTED]
 [REDACTED]@trca.on.ca; David Kusturin; Julius Gombos; Mary Scotland; Andrea Broughton; Elaine Hung; John.Mackenzie@trca.on.ca; michelle.sirizzotti@trca.on.ca; atummillo@createto.ca; Kyle Knoeck; Mira Shenker; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Edward Chalupka; mtolensky@trca.on.ca; adam.redish@ontario.ca; Wendy.Ren@ontario.ca; Michael Nobrega; Meggen Janes; Leena Eappen; Whitehead, Cam (MOI); Lue, Adrian (MOI)
Cc: Stephen McKenna
Subject: Port Lands Executive Steering Committee - Wednesday December 19
Attachments: ESC Agenda_for Meeting_Dec19 2018.docx; Port Lands ESC Meeting Minutes 21NOVEMBER2018.docx; [REDACTED] PLFP Dashboard Comparative_ESC - December 19 2018.pdf; Cherry Street Lake Filling Dashboard Report_ESC- December19.pdf; [REDACTED]
 [REDACTED]

Good Afternoon,

In preparation for the Port Lands Executive Steering Committee meeting on **Wednesday December 19**, please find attached agenda and minutes from the previous meeting, as well as the following:

1. [REDACTED] as per 3b) of the agenda;
2. **Lake Shore Bridge Options Analysis Presentation**, as per item 3d) of the agenda; and
3. **PLFP Dashboard, CSLF Dashboard** and [REDACTED] as per 4) of the agenda.

Thanks,

Tara

tara connor | development planner | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



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Port Lands Flood Protection and Enabling Infrastructure
Executive Steering Committee Meeting #15
December 19, 2018 3:00-4:30 pm
Waterfront Toronto, 1310-20 Bay Street, Boardroom

AGENDA

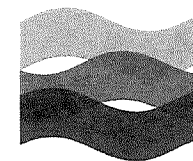
Item	Length	Info/Decision
1) Minutes of previous meeting	5 mins.	Decision
2) Tasks Completed from previous ESC	10 mins.	Info
3) Key Items a) Roads + Bridges Design Update (PM) 30 minutes b) Risk Issues Update (DK) 15 minutes c) Component Project Charters (JG) 5 minutes d) Lake Shore Bridge Update (JG) 10 minutes	60 mins.	Info
4) Flood Protection and Enabling Works Project and Cherry Street Lake Filling Dashboard Report	10 mins.	Info
5) Future Agenda items	10 mins.	Info
6) Next Steps and New Business (All)	5 mins.	Info

Next ESC Meeting: January 22, 2019

Project Name:	Port Lands Executive Steering Committee				
Meeting Subject:	Port Lands Flood Protection and Enabling Infrastructure				
Meeting Number:	14				
Location of Meeting:	City Hall	Date of Meeting:	November 21, 2018	Time Of Meeting:	3:30-5:00 P.M.
Location of Next Meeting:	City Hall	Date of Next Meeting:	December 19, 2018	Time Of Next Meeting:	3:00-4:30 P.M.
Minutes Prepared By:	Ken Dion & Tara Connor	Minutes Prepared On:	November 21, 2018		

Participants: (Attendees ✓):	Lou Di Gironimo (CoT) ✓	John MacKenzie (TRCA) ✓	Michael Nobrega (WT) ✓
	David Stonehouse (CoT) ✓	Ken Dion (WT) ✓	David Kusturin (WT) ✓
	Kyle Knoeck (CoT)	Nick Chatterjee (CT) ✓	Julius Gombos (WT) ✓
	Mike Williams (CoT) ✓	Wendy Ren (MOI) ✓	Leslie Gash (WT)
	Steve McKenna (CoT) ✓	Nancy Gaffney (TRCA) ✓	Ann-Marie Nasr (CoT) ✓
	Lynda Macdonald (CoT)	Marie-Pier Nassif (IC)	Mira Shenker (WT) ✓
	Adam Redish (MOI) ✓	Caitlyn Alexandra (MOI)	Antoinette Tummillio (CT) ✓
	Kathy Morin (IC)	Hon Lu (CT) ✓	Laura Stephenson (TRCA) ✓

Meeting Minutes



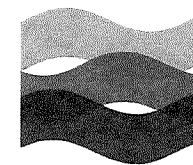
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Steven Trumper (CT) ✓

Cam Whitehead (MOI)

Meeting Notes:	Task /Status
<p><u>Minutes of Previous Meeting/Comments</u></p> <ul style="list-style-type: none"> Accepted <p><u>Task Completed from Previous ESC</u></p> <ul style="list-style-type: none"> It was noted that it will be a few months before some of the tasks from the previous ESC will be completed (i.e., rail spur timing, sediment management options, etc.). The group will report back when there are resolutions. <p><u>Key Items</u></p> <p>30% Design Stage Gate Budget Forecast</p> <ul style="list-style-type: none"> DK Presented 30% Design Stage Gate Budget Forecast. Discussion: <ul style="list-style-type: none"> DK summarized cost refinement based on 30%. Hard (\$18m) and soft (\$16.8M) costs increased and offset by project contingency. <ul style="list-style-type: none"> Hard cost change: Lake Shore Bridge costs more than initially budgeted due to complexity; some of the increase in cost items offset by up to \$34M in reductions to other design elements. Soft cost change: Geotechnical/Geo-environmental studies went up \$11M, as well as Lake Shore bridge design/study (\$7.4M). DK also summarized the risk analysis process including key inputs into risk model. MW asked if there was a 73 to 92% chance of meeting budget and noted that it seems there is a high chance of going above. DK responded that the 73% to 92% probability is in line with the Due Diligence Report results and reflects a degree on conservancy in the risk analysis MW raised the issue that a significant amount of original contingency had already gone to refined design and asked if the hard cost contingency will go up to offset for construction. DK/JG explained that the original contingency included design contingency amounts for design refinements. It was concluded that remaining contingency at 30% design is in line with original budget contingency. 	

Meeting Minutes



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- DK presented potential secondary contingency budget by exploring design elements (not specifically identified in Due Diligence but costed at 30%) that could be deferred/deleted if extra contingency is needed to offset any realized risks (providing up to \$65.4m in additional contingency).
- DS inquired about the process of who would decide which of these elements could be dropped.
- DK explained that whereas these elements are not obligations under the Due Diligence or Contribution Agreement, for the most part, the resolution of these items would be determined by the project team. If a major element were to be considered however, the ESC would be consulted.
- LD clarified that any issue would come to ESC if a decision is required (if project team is divergent on approach).
- DK advised that the expectation is that there should be no differences between the Contribution Agreement and the final product and noted that there is a range of design possibilities and the project team will target to maximize the value of the design within the overall budget. The contingency for market risk and unknown risk will be managed to affect the foregoing.
- DK explained that at 60% and 90% design, and at tender estimates received from consultants must align with the budgets established at the 30% stage gate. In addition, the agreements with the consultants' state that they must design to within 10% of the approved budget, and that they have an obligation to redesign at no additional cost should the tendered costs be 10% or higher than the approved budget.

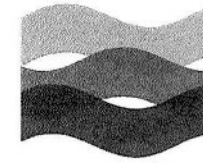
Component Project Charters

- DK noted that the Component Project Charters had been updated since the electronic distribution and will be recirculated electronically for review once finalized.
- DK advised that the execution of Charters by JG, JM, LD and MN will occur once all parties have agreed to the charters.
- DK to recirculate charters and include review deadlines.

First Nations Consultation Update

- KD provided an update on three key MNCFN engagement documents;
 - Field Liaison Representative Agreement (FLR): Signed last week. Agreement outlines the terms and conditions in which Mississaugas of the New Credit First Nation representatives will participate in observations of environmental and archaeological monitoring activities in the Port Lands during construction. Environmental monitoring largely reflects the fisheries monitoring.
 - MOU: Near final draft sent to MNCFN after internal review and intergovernmental release.
 - Draft Consultation Plan: A final internal wrap-up meeting is required to finalize near final draft before releasing for comment.

All to review
Component Project
Charters



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- MNCFN have been sending field liaison representatives to participate in fisheries monitoring with TRCA crews on the Cherry Street Lake Filling Project over the summer and fall. Operations have proceeded smoothly.
- WT has met with MNCFN multiple times to discuss design progress over summer and fall. Further ongoing meetings will be scheduled
- Other First Nations have been identified by the Crown for various Project elements. WT continues to send correspondence to these groups as required. [REDACTED]
- Annual EA Compliance Reporting required as well as part of the MECP EA authorization – all engagement requirements are being logged in the Compliance Reports.
- Discussion:
 - ST inquired whether tenants and landowners are being engaged with throughout the design, construction and implementation process; DK confirmed that this is the case.

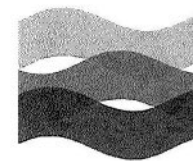
DK to circulate revised
Project Component
Charters with deadlines.

Real Property Issues Sub-Committee

- DS presented Draft Terms of Reference Memo for a Real Estate Subcommittee.
- DS explained that the Chair would rotate and that all staff involved would be at a Manager/Director level; Scope is to cover off construction phase issues as well as the end-state (when land is transferred to various divisions at the City).
- DS proposed monthly meetings, with the sub-committee members reporting to ESC every other meeting and when appropriate; reporting through memos and recommendations.
- DS noted that all transactions are subject to Council, as well as other approvals by the CreateTO Board and City Divisions.
- Discussion:
 - JM suggested that the sub-committee include in their exploration, annual operating and maintenance cost program for the various elements and future landowners and suggested that some of the approvals at various levels of government (Ontario) be included in the scope of work.
 - AR added that one-stop coordination through the Province to be provided and wasn't sure if the scope of work for the O&M is part of the Committee process or part of the work of WT consultants.
 - JM asked who will commission reference plans.
 - It was asked whether landowner consultation was occurring in the area; JG confirmed that the project team is currently meeting and speaking regularly with landowners to address design and construction progress for information and input.

Risk Issues Update

- DK presented the Risk Issues Update document and explained that the intent is to give the ESC advance notice that there are some issues; WT will come back to the ESC later for approvals and/or escalation.



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Meeting Minutes

• Discussion:

- Sediment Management Area: alternative design solution developed for Sediment Management Area without the underpinning will achieve flood protection but not full freeboard for Regulatory Flood. Come back as part of the Gardiner rehabilitation but will require approval for cost sharing with City and to defer some of the work.
- Lake Shore Bridge: coordination with the Gardiner ramps to Logan/Lake Shore works for hydraulic capacity components is required. There are efficiencies and cost-savings have been identified if works can be consolidated, but the impact will be transportation and timing for the ramps; City is required to be on-board with this plan as funding and Council approval would be required.
- Enbridge Gas: gas line to be extended 3 Bays under Lake Shore Bridge. Enbridge started an EA process to reroute out of the area to because of risk to their infrastructure. Enbridge approached WT and indicated WT to pay the \$54M for their preferred rerouting.
- Other issues to be discussed at future meetings.

Ground-breaking Event

- MS provided a verbal update:
 - Official groundbreaking event is scheduled for November 28 at 9:30am.
 - This is a Tri-government event; Chief LaForme of the MNCFN and MN to speak.
 - There will be a PPE-free zone, so no safety equipment will be required for attendees.
 - Media event begins at 8am; ESC members may need to answer questions.

Project Dashboards:

- DK assumed that Project Dashboards have already been reviewed by ESC members.
- Discussion:
 - DK reported that everything is "green", and all facets are proceeding accordingly.

Future Agenda Items:

- DK advised that Lake Shore Bridge report would not be ready for December meeting, but a 30% and 60% design update would be possible.
- The ESC agreed that the next ESC meeting would be held on December 19, 2018.

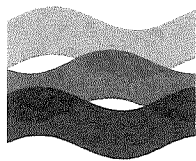
Next Steps and New Business:

- [REDACTED] ST will assume CreateTO's ESC responsibilities on an interim basis.

KD to confirm if O&M requirements are elements of the design process for each of the consultants' Scope of Work.

DK to report back with additional details re. cost sharing agreement with City.

Meeting Minutes



WATERFRONToronto

<ul style="list-style-type: none">• NC inquired whether the proposed impact to the rail spur during construction is big enough of an issue to bring to ESC; DK responded that design needs to be further advanced before a discussion can take place.• NC wondered whether there will be clarity at some point on assets not included in the Project (i.e., Atlas Crane). It was noted that from a WT perspective, project consultants are making certain assumptions (i.e., structures that don't need to have any work done are being left alone).• NC requested the confirmation of the process for transferring the Atlas Crane to City Parks.	
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

The above meeting notes are believed to be an accurate record of the discussions held and will be considered correct unless notification of any error or omission is submitted in writing within 7 days of the date of the circulation of the minutes.

Executive Steering Committee Port Lands Flood Protection and Enabling Infrastructure

Risk Issues Update

December 19, 2018

Discussion Points



- Issues that may require ESC approval in the future
- Issues that may require ESC escalation to obtain resolution
- Issues tabled for information and discussion
- Issues tabled for approval will be the subject of separate reports

Issues List



1. Sediment and Debris Management Area (SDMA) interim completion
2. Lakeshore Bridge - consolidation of PLFP and Gardiner Hybrid 3 requirements
3. Fire Hall location and tenancy
4. Atlas crane retention
5. Toronto Hydro – road authority cost sharing
6. Enbridge Gas – relocation of 20 inch gas main over Don River
7. Transport Canada approval of Cherry Street bridge north

Issues Identification



1. Sediment and Debris Management Area (SDMA) interim completion
 1. Will not achieve 50cm freeboard initially
 2. SDMA completion will be deferred and completed concurrent with or after Gardiner relocation
2. Lakeshore Bridge - consolidation of PLFP and Gardiner Hybrid 3 requirements
 1. Integration of Gardiner Hybrid 3 work into PLFP work (cost sharing and funding agreement)
 2. Requires early removal of Eastern ramps to and from Lakeshore Boulevard
3. Fire Hall location and tenancy
 1. Tenant relocation issues
 2. Final location of building under discussion with PF&R, CreateTO
4. Atlas crane retention
 1. Maintenance and repair of structure in park is a concern to PF&R and was not considered in Due Diligence
 2. Retention of structure is preferred by Heritage Preservation
5. Toronto Hydro – road authority cost sharing
 1. Cost sharing assumed in Due Diligence estimate based on WT as the road authority
 2. THES does not accept that WT is the road authority
6. Enbridge Gas – relocation of 20 inch gas main over Don River
 1. Enbridge Gas has cancelled EA to assess relocation of gas main
 2. Enbridge expects Public Sector to implement preferred solution rather than project enabling solution
7. Transport Canada approval of Cherry Street bridge north
 1. TC requires further notification and consultations prior to approval of bridge design
 2. EA Consultation may not be considered sufficient pending responses from marine community

Issues Status



1. Sediment and Debris Management Area (SDMA) interim completion
 1. Request for approval to be presented to ESC in January 2019
2. Lakeshore Bridge - consolidation of PLFP and Gardiner Hybrid 3 requirements
 1. Draft of request for approval presentation on December 19, 2018. Formal approval request January 2019
3. Fire Hall location and tenancy
 1. Discussions ongoing with PF&R, CreateTO, Owner and tenant (No change in status since last report)
4. Atlas crane retention
 1. Heritage and structural assessment underway (No change in status since last report)
5. Toronto Hydro – road authority cost sharing
 1. Memo submitted to City in December regarding Road Authority Responsibility.
6. Enbridge Gas – relocation of 20 inch gas main over Don River
 1. Rights and obligations of Enbridge reviewed by WT. Resolution may rest on Road Authority determination.
7. Transport Canada approval of Cherry Street bridge north
 1. No comments received by Transport Canada to date. Project team will continue to follow up until expiry of 60 day notice period in January 2019.



PLFP Monthly Program Dashboard - as of October 31st, 2018

Issued: November 30th, 2018

PROGRAM SUMMARY

CUMULATIVE STATUS

BUDGET STATUS

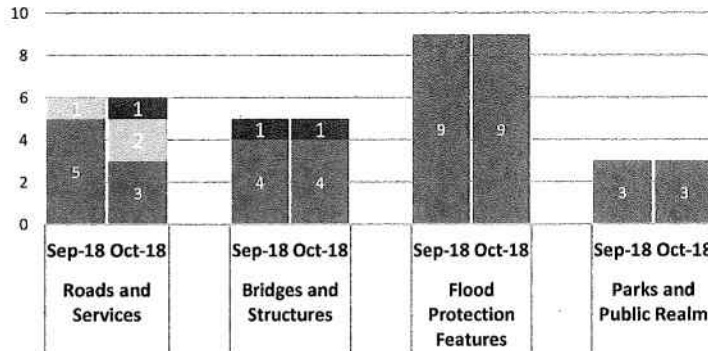
SCHEDULE STATUS

Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure program delivery.

NOTE: Yellow and red schedule risks do not impact the overall project schedule.

PROGRAM STATUS

Program Status - by Segment

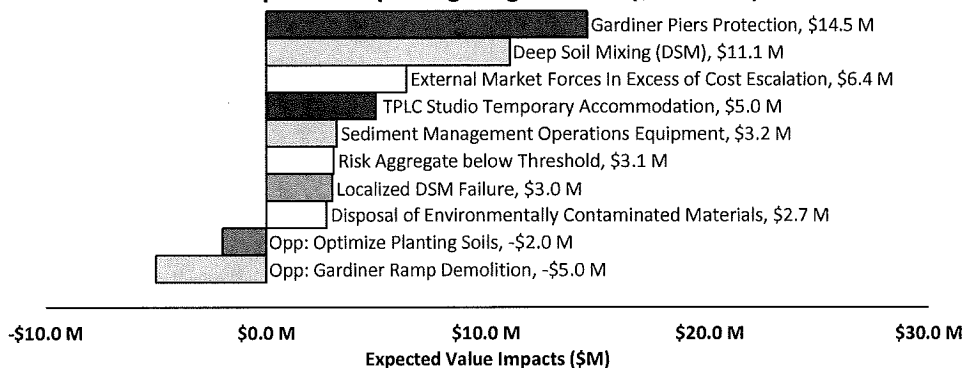


On Schedule/0-1 months behind schedule
Forecast to complete within approved budget
1-6 months behind schedule
Forecast to complete within 10% of approved budget
6+ months behind schedule
Forecast to complete more than 10% over approved budget

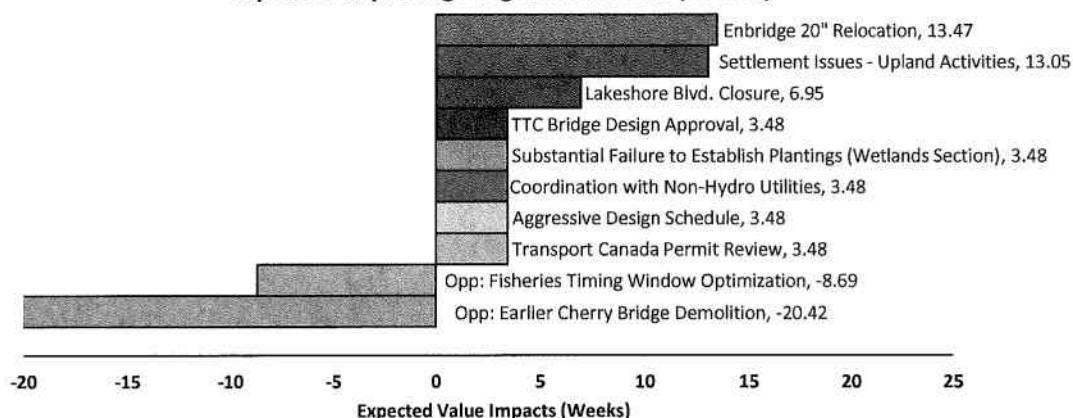
Project Name	Budget	Schedule
Commissioners St. West to New Cherry St.		
Commissioners St. East to Saulter St.		
Cherry Street Re-alignment		
Don Roadway North		
Hydro One Integration		
Site Wide Municipal Infrastructure		
Roads and Services		
Cherry Keating-Cherry Street Bridge North		
Cherry Polson-Cherry Street Bridge South		
Commissioners Street Bridge		
Old Cherry St Bridge Demolition		
Lakeshore Road & Rail Bridge Modifications		
Bridges and Structures		
River Valley System & Don Greenway		
Keating Channel Modifications		
Polson Slip North Side Naturalization		
Don Roadway Valley Wall Feature		
Eastern Avenue Flood Protection		
Flow Control Weirs		
Sediment and Debris Management Area		
Villiers Island Grading		
Flood Protection Features		
River Park North		
River Park South		
Promontory Park South		
Parks and Public Realm		
Cumulative		

KEY RISKS & IMPACTS

Top Risks Impacting Program Cost (\$ Millions)



Top Risks Impacting Program Schedule (Weeks)

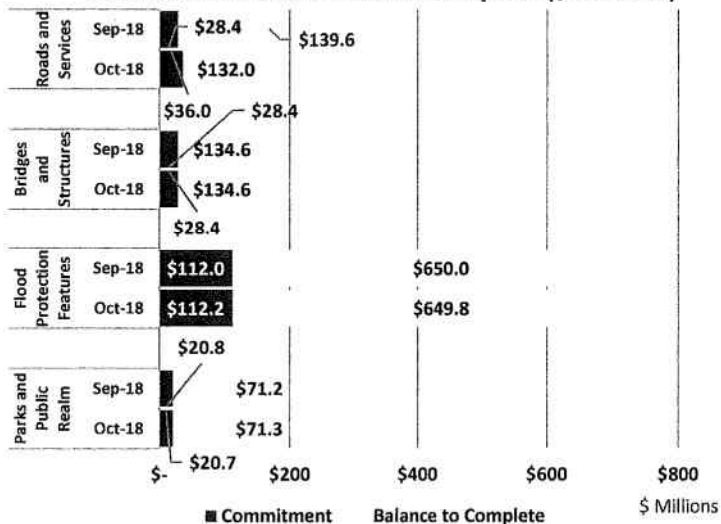


PLFP Monthly Program Dashboard - as of October 31st, 2018

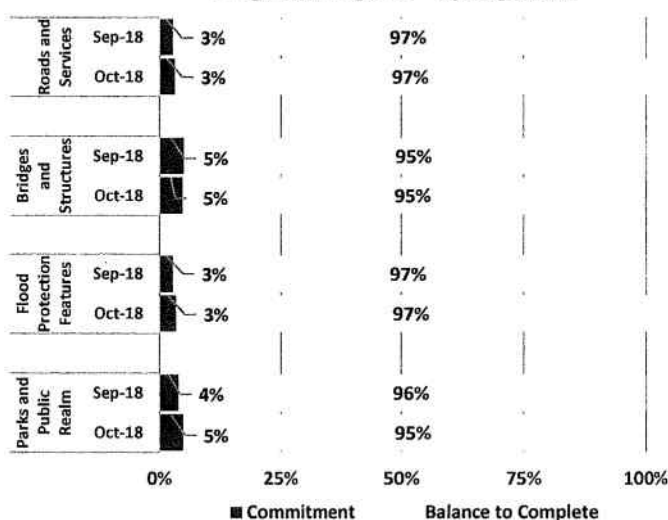
Issued: November 30th, 2018

PROGRAM BUDGET STATUS

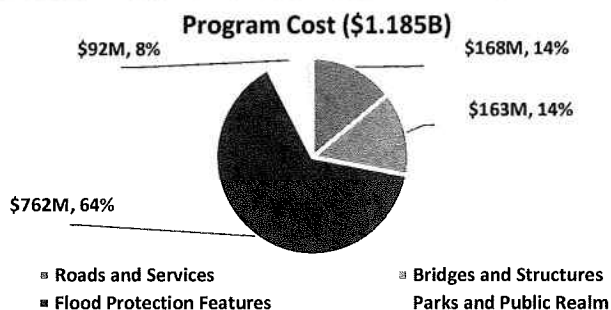
Commitments and Balance to Complete (\$ Millions)



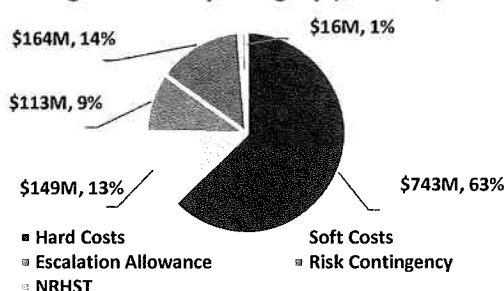
Program Progress - by Segment



PROGRAM BUDGET ALLOCATION



Program Cost by Category (\$1.185B)



FINANCIAL SUMMARY

Project Name	Approved Budget (\$M)	Total Commitments (\$M)	Estimate to Complete (\$M)	Estimate At Completion (\$M)	Variance to Budget (\$M)	Costs Incurred to Date (\$M)	% Complete to Date
Commissioners St. West to New Cherry St.	\$ 18.00	\$ 3.90	\$ 14.10	\$ 18.00	\$ -	\$ 0.58	3%
Commissioners St. East to Saulter St.	7.00	1.11	5.89	7.00	-	0.24	3%
Cherry Street Re-alignment (North & South of Keating)	22.00	7.06	14.94	22.00	-	1.72	8%
Don Roadway North	7.00	1.90	5.10	7.00	-	0.39	6%
Hydro One Integration	12.00	1.83	10.17	12.00	-	0.24	2%
Site Wide Municipal Infrastructure	102.00	12.85	89.15	102.00	-	2.42	2%
Cherry Keating-Cherry Street Bridge North	55.00	7.69	47.31	55.00	-	2.49	5%
Cherry Polson-Cherry Street Bridge South	42.00	9.05	32.95	42.00	-	3.30	8%
Commissioners Street Bridge/Don Roadway	43.00	7.67	35.33	43.00	-	2.37	6%
Lakeshore Road & Rail Bridge Modifications	19.00	3.52	15.48	19.00	-	0.88	5%
Old Cherry St. Bridge Demolition	4.00	0.49	3.51	4.00	-	0.11	3%
River Valley System & Don Greenway	486.00	84.61	401.39	486.00	-	18.98	4%
Keating Channel Modifications	35.00	2.23	32.77	35.00	-	0.75	2%
Polson Slip North Side Naturalization	60.00	6.67	53.33	60.00	-	1.19	2%
Don Roadway Valley Wall Feature	27.00	3.86	23.14	27.00	-	0.85	3%
Eastern Avenue Flood Protection	5.00	0.63	4.37	5.00	-	0.15	3%
East Harbour Flood Protection	5.00	-	5.00	5.00	-	-	0%
Flow Control Weirs	38.00	2.52	35.48	38.00	-	0.70	2%
Sediment and Debris Management Area	78.00	5.64	72.36	78.00	-	1.67	2%
Villiers Island Grading	28.00	2.05	25.95	11.93	-	0.60	2%
River Park North	23.00	5.52	17.48	23.00	-	1.20	5%
River Park South	27.00	5.71	21.29	27.00	-	1.21	4%
Promontory Park South	42.00	9.51	32.49	42.00	-	2.02	5%
Cumulative	\$ 1,185.00	\$ 191.66	\$ 993.34	\$ 1,185.00	\$ -	\$ 37.71	3%

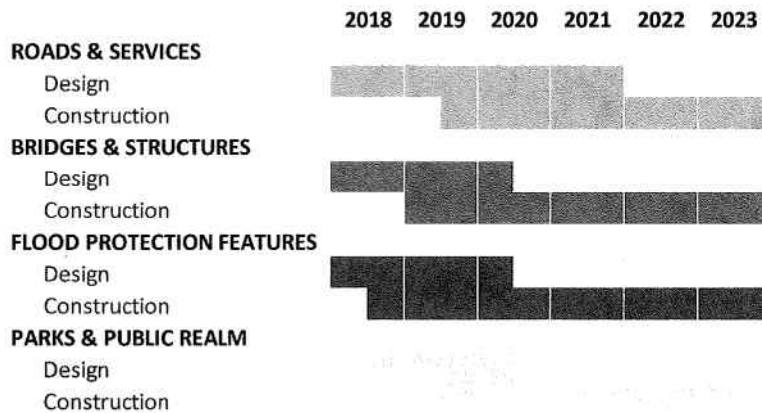
PLFP Monthly Program Dashboard - as of October 31st, 2018

Issued: November 30th, 2018

PROGRAM SCHEDULE STATUS

Program Timeline - by Segment

*Based on July 2018 program schedule which has not been updated to reflect 30% budget update.



Key Communications Milestones 2018-2019

Groundbreaking	November-18
Cherry Street Bridge North Begins	January-19
Excavation Begins	February-19
Public Meeting #3	March-19
Drop-In Centre Reopens	April-19

INDIGENOUS COMMUNITIES ENGAGEMENT

Completed To Date

- Mississaugas of the New Credit First Nation (MNCFN) Field Liaison Representative (FLR) Agreement signed by Waterfront Toronto
- MNCFN FLR's participated in fish monitoring and salvage activities with TRCA in November
- Communications continue between Waterfront Toronto and Department of Consultation and Accommodation at MNCFN

Next Steps

- Chief LaForme of the MNCFN will be asked to attend and speak at the Port Lands Ground Breaking Ceremony on November 28th
- Follow-up communiques sent by TRCA to ensure that various Waterfront Toronto submittals to Indigenous Communities were received

PROGRAM PROGRESS - KEY TASKS

Key Tasks	October	November	December to February	March to May
<div> <div>To be Secured</div> <div>Delayed From Last Report</div> <div>Original Date</div> </div>				
Permits/Design Approvals to be Secured				
MOECP: Permit to Take Water (PTTW) - North of Keating Channel	✓	✓		
TRCA: Permit (Cherry St Bridge N)		✓		
COT: Demolition Permit for Existing Buildings	✓	✓		
MOECP: Environmental Compliance Approval for Soil Treatment			✓	
DFO/COT: Cherry St N Bridge and Demolition			✓	
Toronto Hydro: Approval of Street Lighting on Bridges			✓	
TRCA: Approval of Flood Model			✓	
Contracts to be Secured				
River Valley Area Laboratory and Testing		✓		
Don Greenway, Cherry St. North and Promontory Park: Pre Construction Surveys			✓	
Cherry St. Bridge North - Deep Foundation			✓	
Bridge Steel Structure Fabrication & Erection			✓	
River Valley System Soil Mixing and Sheet Piling & Dock Wall			✓	
Design Phase Status				
Cherry St. Realignment		60% Design	100% Design	
Lakeshore Bridge & Rail Modifications	Concept Design		Concept Design	30% Design
Bridges: North, South, Demo, Commissioners	60% Design		90% Design	100% Design
Cherry St & Commissioners St: Hydro & Street Lighting				Permit Ready
River Valley System & Don Greenway			D&SP 100% Design	DSM & Exc. 100% Design
Construction Completion				
River Valley System: East & West Cell - Demolition & Site Preparation		✓		
River Valley System: Mobilization of Soil Mixing Rigs			✓	

D&SP = Demolition & Site Preparation, DSM = Deep Soil Mixing, Exc. = Excavation

SITE PHOTOS

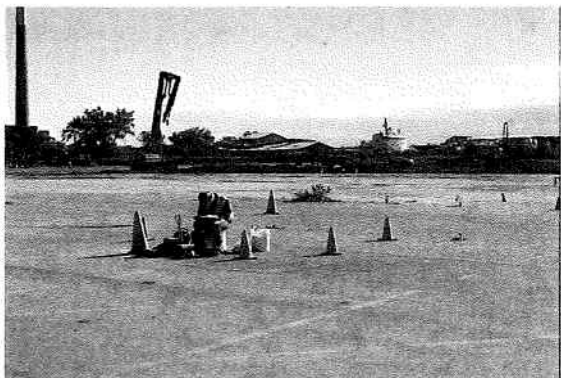


Figure 1

Taking Water Samples by GHD at 51 Commissioners

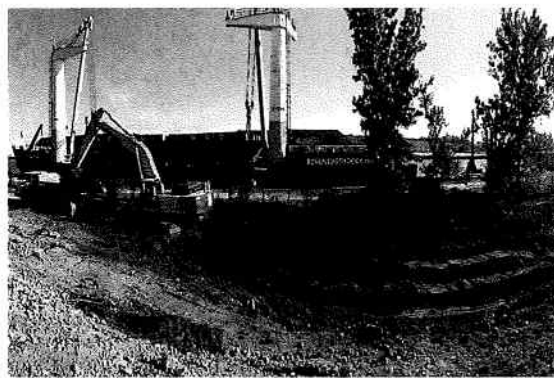


Figure 2

Swale Excavation at Southern Edge of 51 Commissioners St



Figure 3

Concrete Obstruction Removed from Swale Alignment



Figure 4

Groundwater in Swale at South Edge of Site

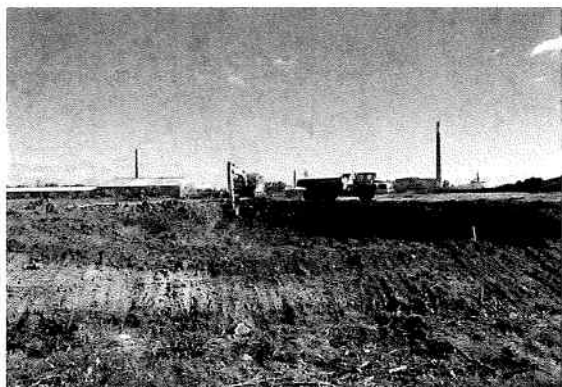


Figure 5

Excavation of SMF Pond



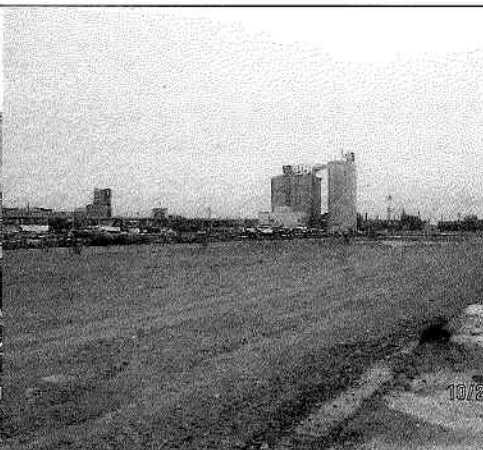


Figure 6

Unmarked Piping Found During Excavation of Oil/Water Separator System

[illegible]

MONTHLY PROJECT STATUS REPORT for October 31, 2018

PORT LANDS FLOOD PROTECTION		PFP02-00	CHERRY STREET STORM WATER AND LAKE FILLING PROJECT	
PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD	
<div><div>1.</div><div>Award Hydroseeding, Tree-planting and Landscaping package</div></div> <div><div>2.</div><div>Install cap beam formwork and rebar on completed combi-wall</div></div> <div><div>3.</div><div>Dredge the lake side of the revetment</div></div> <div><div>4.</div><div>Revetment construction</div></div> <div><div>5.</div><div>Design modifications for french drain</div></div> <div><div>6.</div><div>Design modifications for Cherry Street ground improvements</div></div>			<div><div>1.</div><div>Commence lakefilling for Cell 1</div></div> <div><div>2.</div><div>Continue Cells 2 and 3 lakefilling</div></div> <div><div>3.</div><div>Continue installation of revetment</div></div> <div><div>4.</div><div>Tie back stressing for dockwall</div></div>	
SITE PHOTOS: Overall Project Site Progress, Combi-Wall Progress, Lakefilling Progress				
<div><div></div><div></div><div></div></div>				
CRITICAL ISSUES & RISKS			Action By	Date
1. Dredge disposal location (for lake side) to be confirmed, Ports Toronto CDF is the most cost efficient location			Jacobs	Nov-18
2. Revise lakefill placement plan to minimize the create of a mud wave			EllisDon	Nov-18
3. McNally winter work			EllisDon/Jacobs/WT	Dec-18
LEGEND	Cost		Schedule	
	<div><div>●</div><div>Forecast to complete more than 10% over budget</div></div> <div><div>●</div><div>Forecast to complete within 10% of budget</div></div> <div><div>●</div><div>Forecast to complete within budget</div></div> <div><div>●</div><div>Issue Resolution</div></div> <div><div>●</div><div>Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%</div></div> <div><div>●</div><div>Outstanding issue resolution may cause project delays within next two months</div></div> <div><div>●</div><div>Currently no issues likely to critically impact project schedule or ultimate cost</div></div>		<div><div>●</div><div>Forecast to complete more than six months behind schedule</div></div> <div><div>●</div><div>Forecast to complete behind schedule by less than six months</div></div> <div><div>●</div><div>Forecast to complete on schedule or before</div></div>	

**Pages 260 to 286
are withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**Les pages 260 à 286
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

Pichette, Chanelle (INFC)

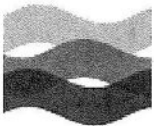
From: Tara Connor [REDACTED]@waterfronttoronto.ca>
Sent: December 20, 2018 9:41 AM
To: Julie Bowering; Michael Kraljevic; Leslie Gash; Christopher Glaisek; David Kusturin; Edward Chalupka; Julius Gombos; Pina Mallozzi; Michael Nobrega; Mira Shenker; 'David Stonehouse'; Kyle Knoeck; Lynda Macdonald; 'Mike (EDC) Williams'; [REDACTED]@toronto.ca; Lou Di Gironimo; hon lu; 'Nik Chatterjee'; 'Steven Trumper'; Morin, Kathy (INFC); Nassif, Marie-Pier (INFC); 'adam.redish@ontario.ca'; 'Ren, Wendy (MOI)'; 'John.Mackenzie@trca.on.ca'; Cam.Whitehead@ontario.ca; Nancy Gaffney; Laura Stephenson; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Ken Dion; Colleen Auld; Steve McKenna
Cc: [REDACTED] Mary Scotland; 'Andrea Broughton'; 'Elaine Hung'; 'Leena Eappen'; 'Janice Paterson'; 'michelle.sirizzotti@trca.on.ca'; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; [REDACTED] [REDACTED] Michelle.Jennings@ontario.ca; [REDACTED]@toronto.ca
Subject: Port Lands Executive Steering Committee - December 19 (Roads and Bridges Design Update Presentation)
Attachments: PLFP_ESC_RoadsBridges_Dec2018.pdf

Good Morning,

Please see attached **Roads and Bridges Design Update**, which was presented at yesterday's meeting.

Thanks,
 Tara

tara connor | development planner | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca

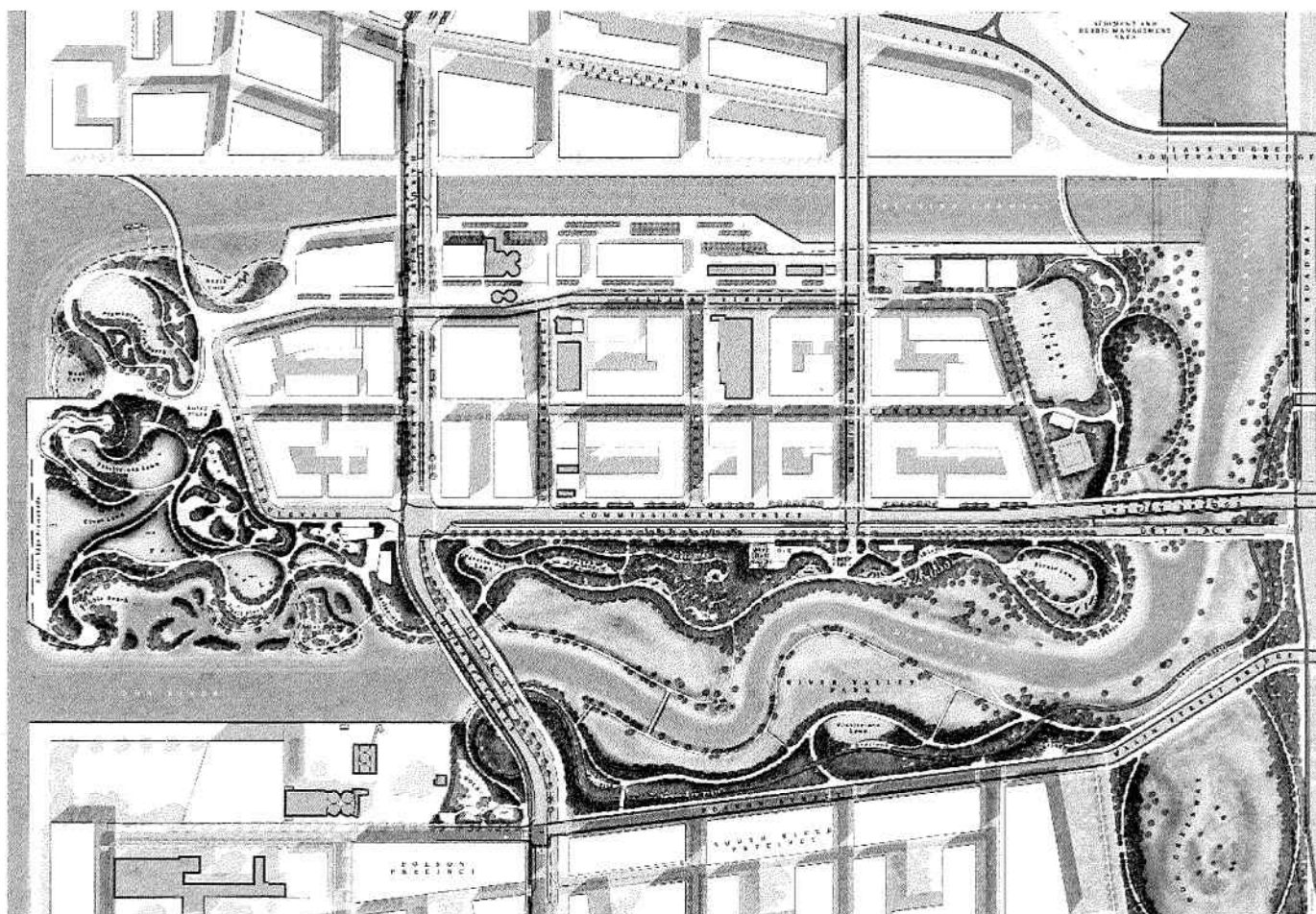


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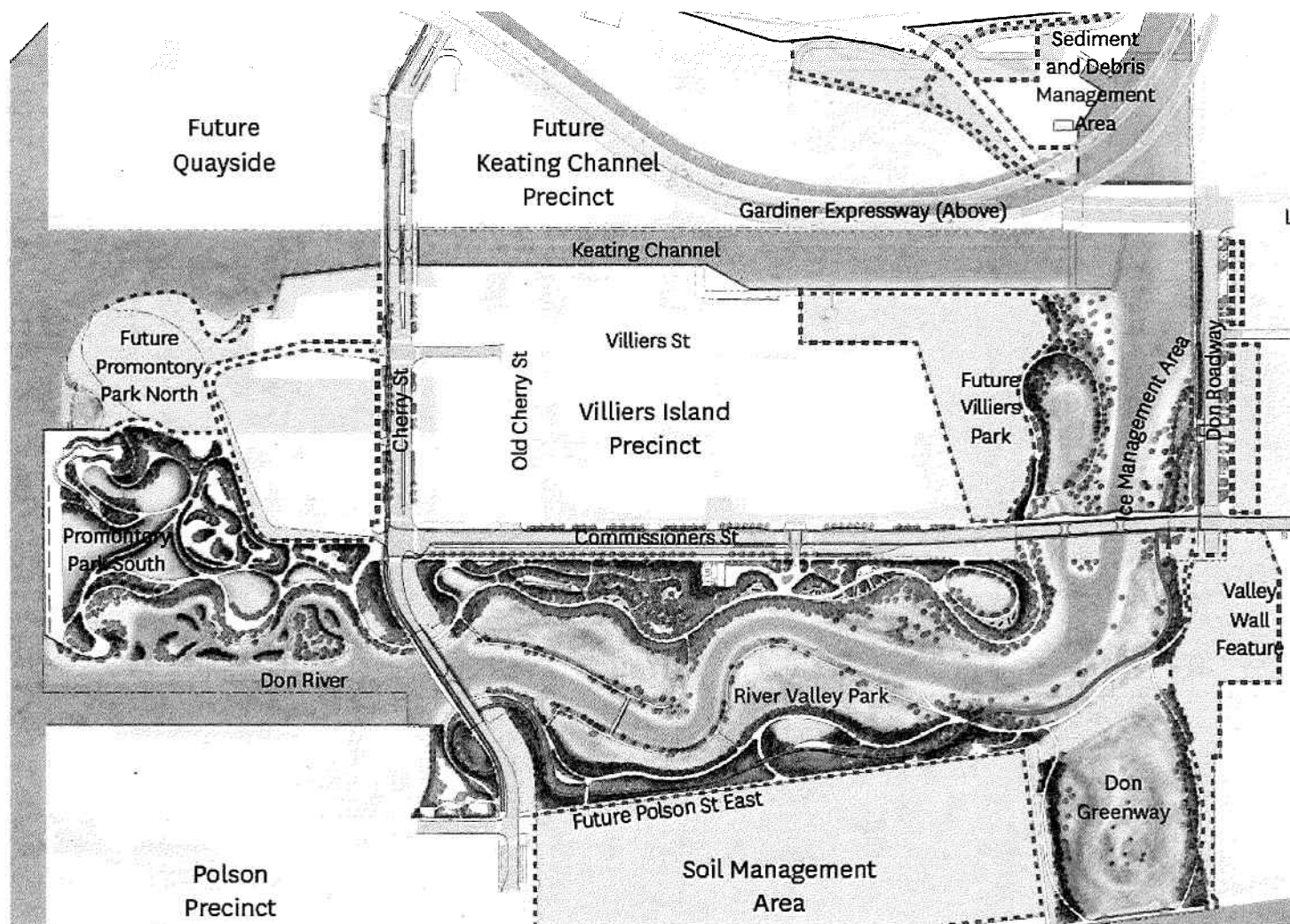
Port Lands Flood Protection Executive Steering Committee

12/19 /2018

Overall Site Plan



Phase 1 Plan



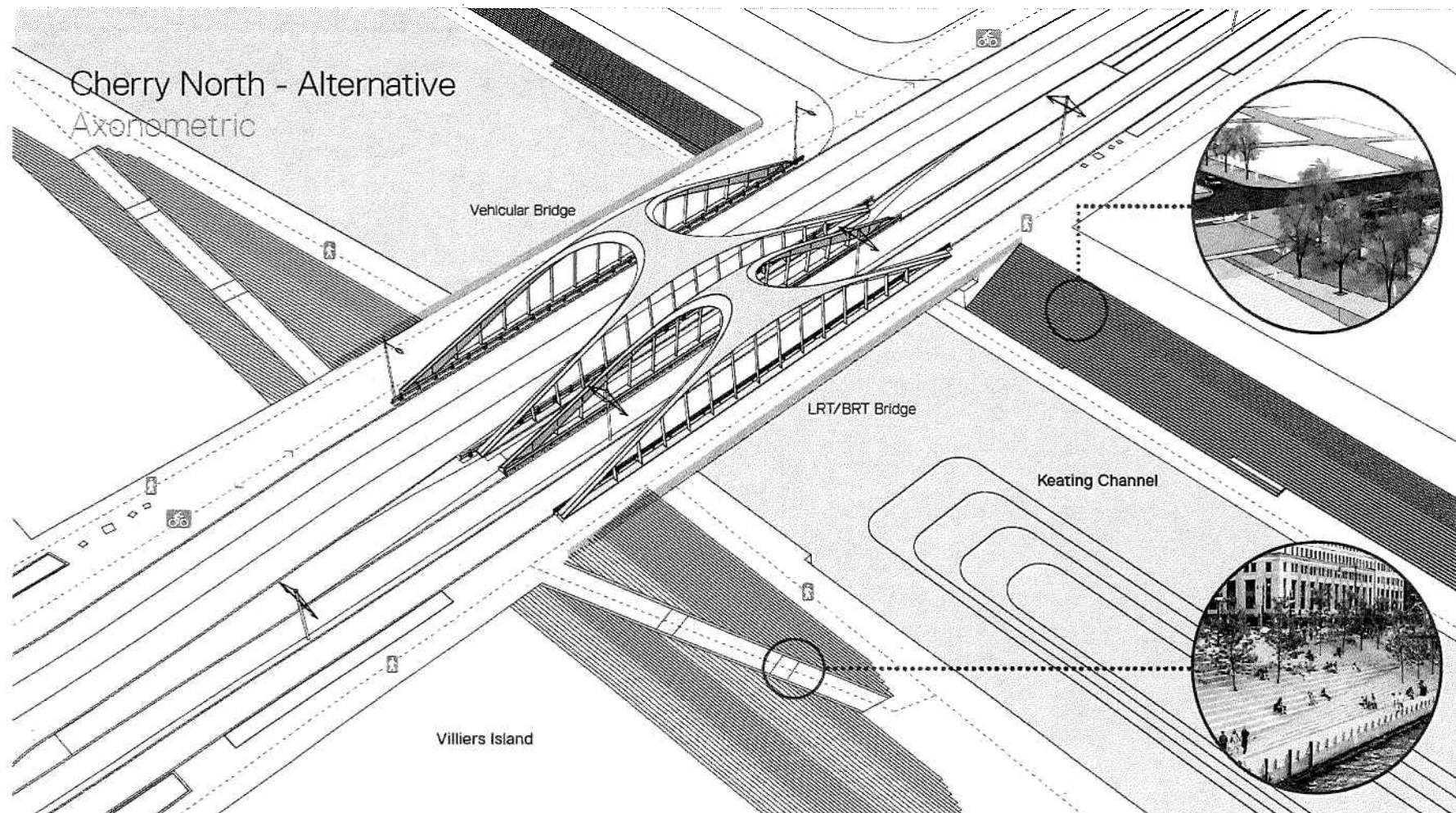
Port Lands Flood Protection - Bridges

Design Update
Family of Bridges



- 1. Cherry North
- 2. Cherry South
- 3. Commissioners

Cherry North

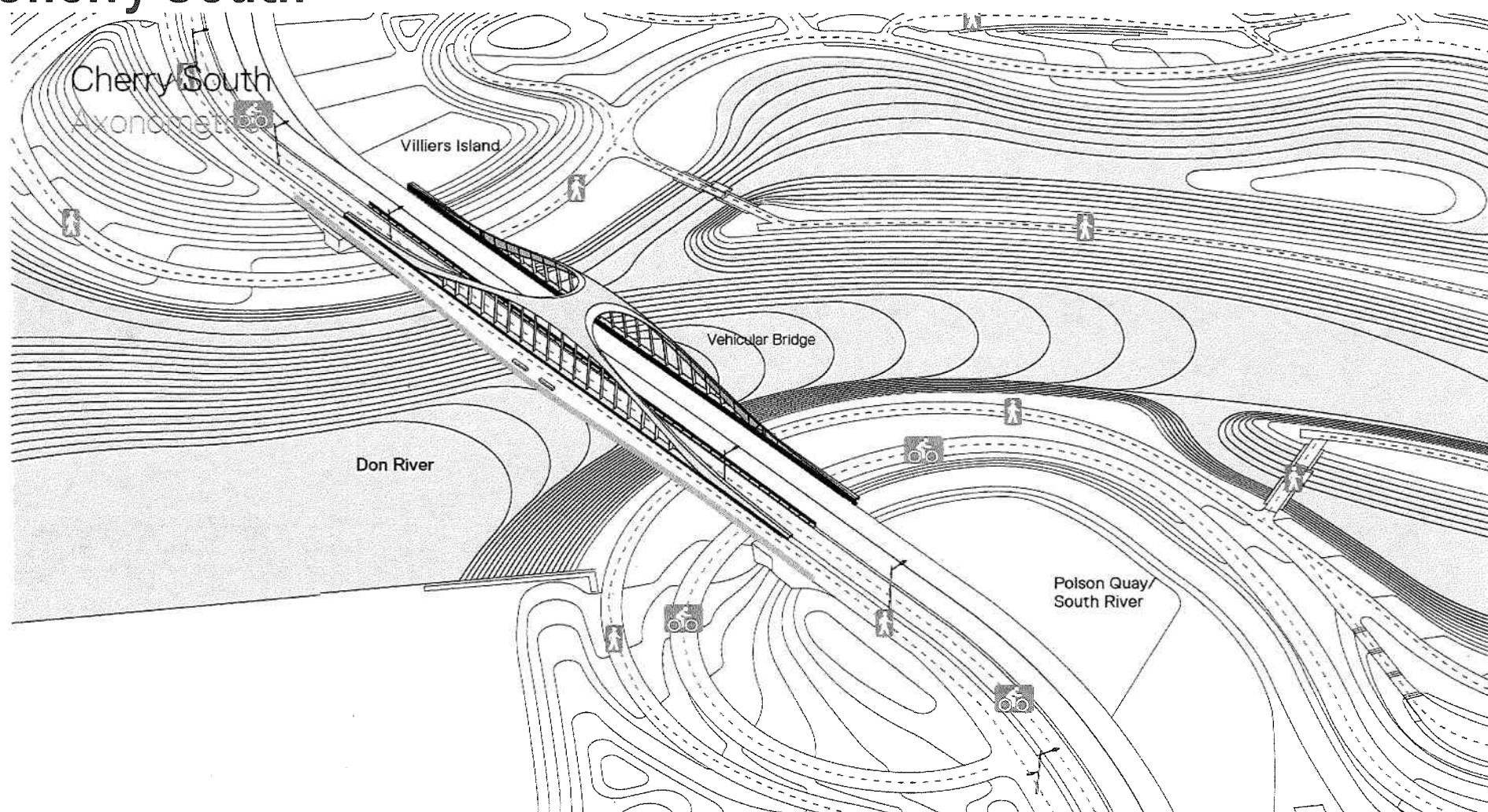


Cherry North

Cherry North
View from Keating Channel Promenade



Cherry South

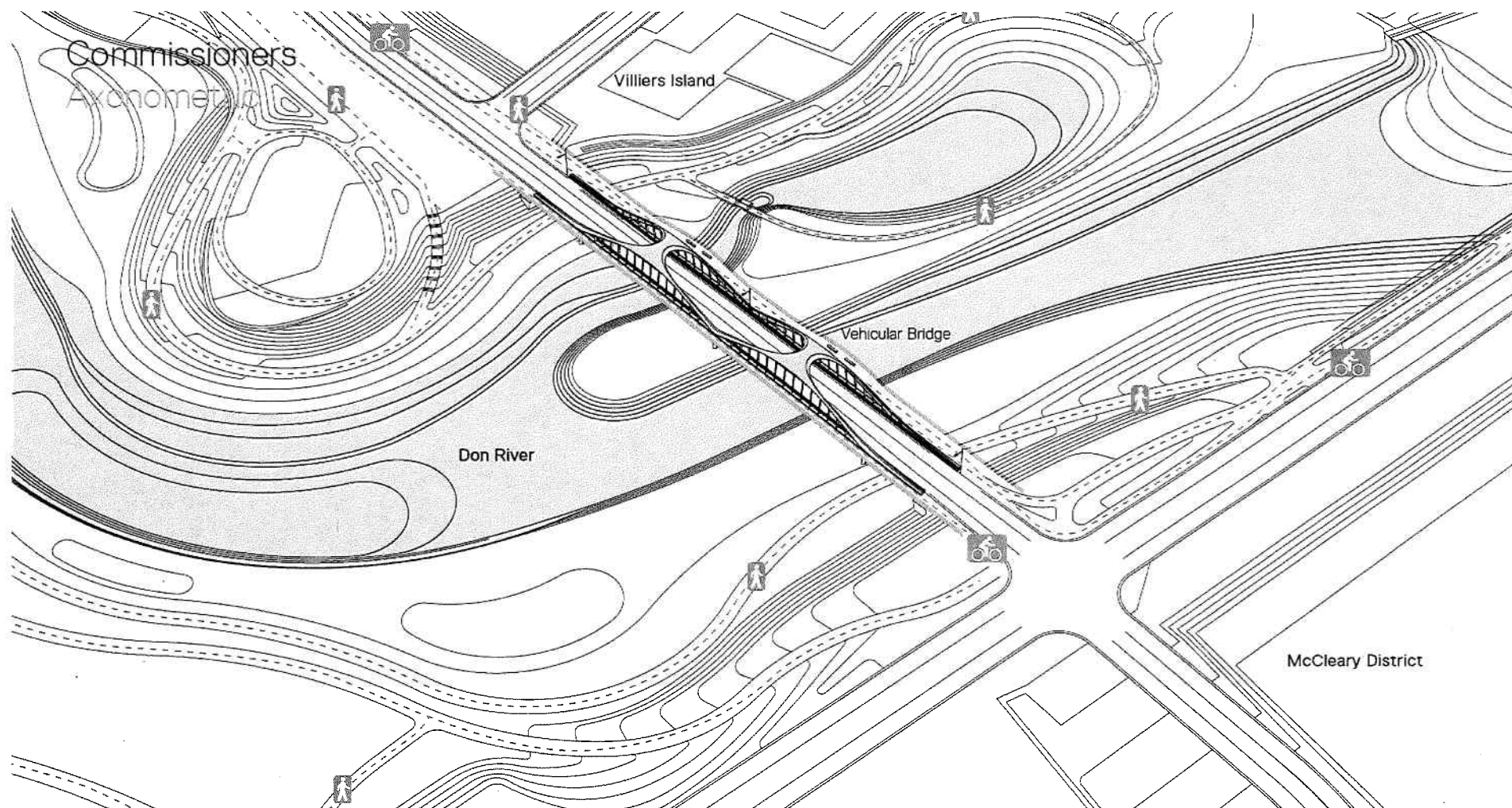


Cherry South

Cherry South
View from River Valley Park



Commissioners



Commissioners



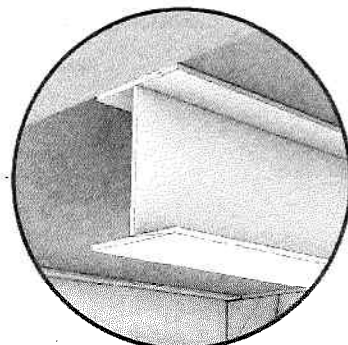
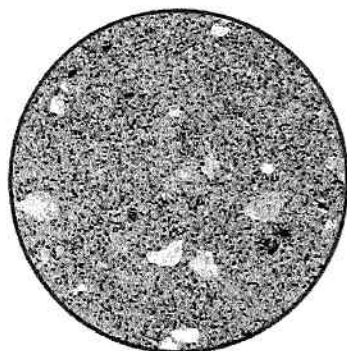
Pedestrian Lookout – Commissioners



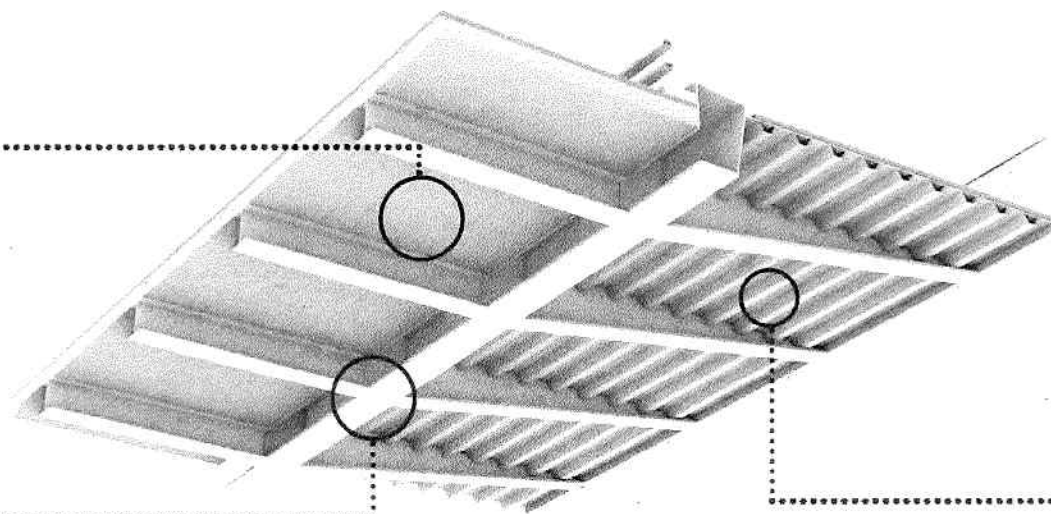
Underside Treatment

Design Approach - Finish

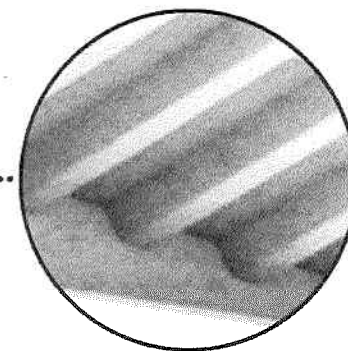
Concrete deck with skim finish and mica infill



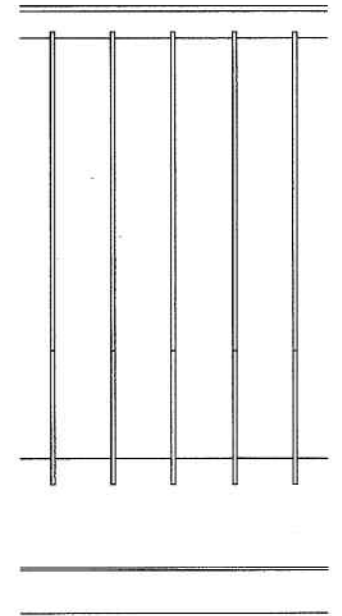
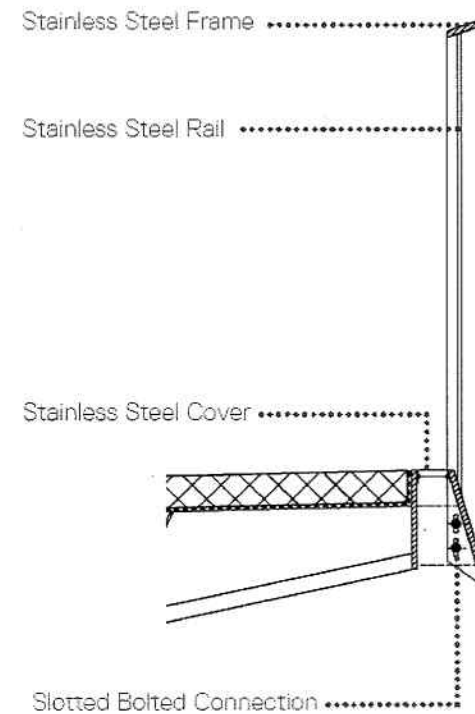
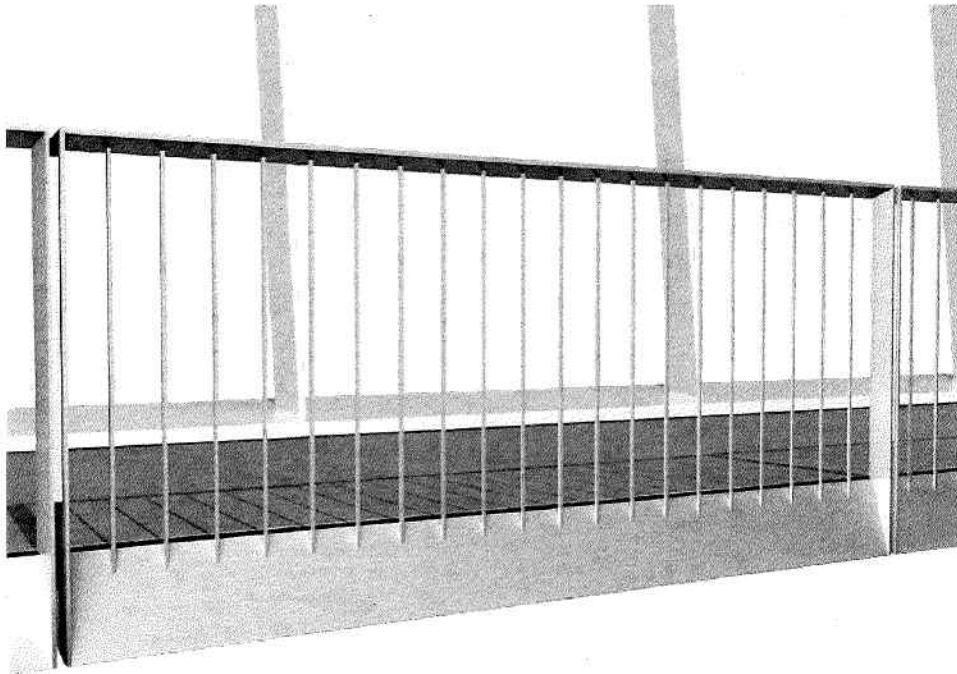
Structural steel painted gloss
RAL9010 (White)



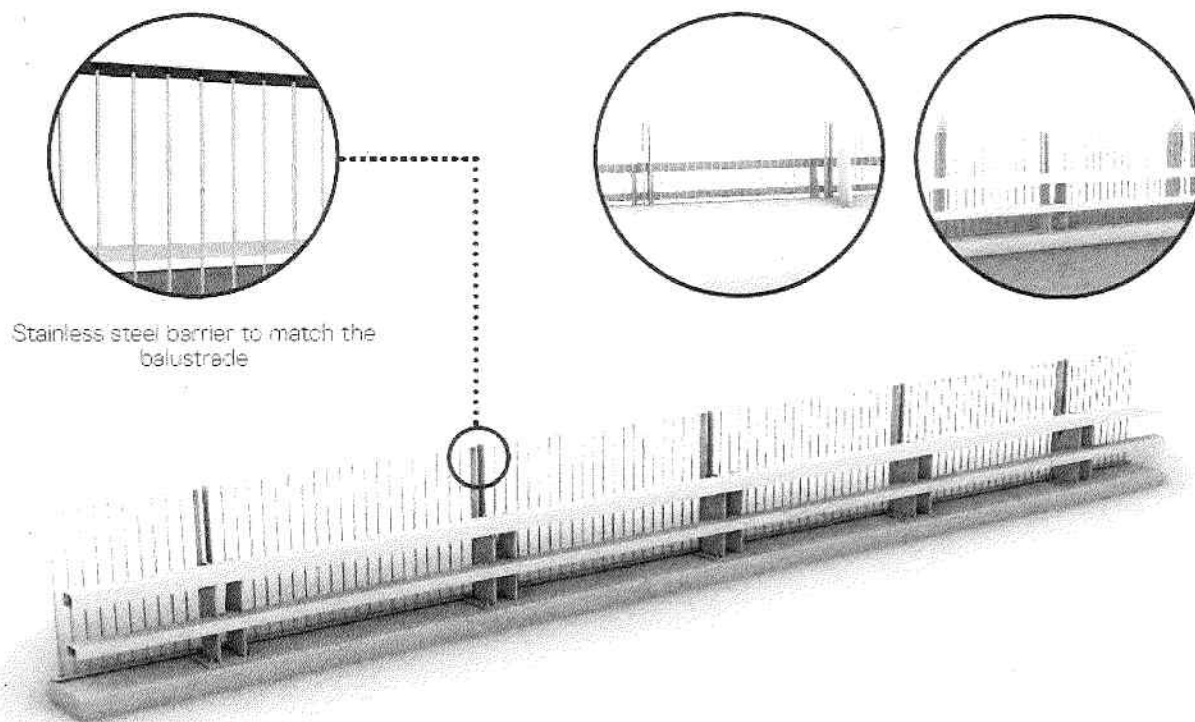
Orthotropic Deck painted gloss
RAL9010 (White)



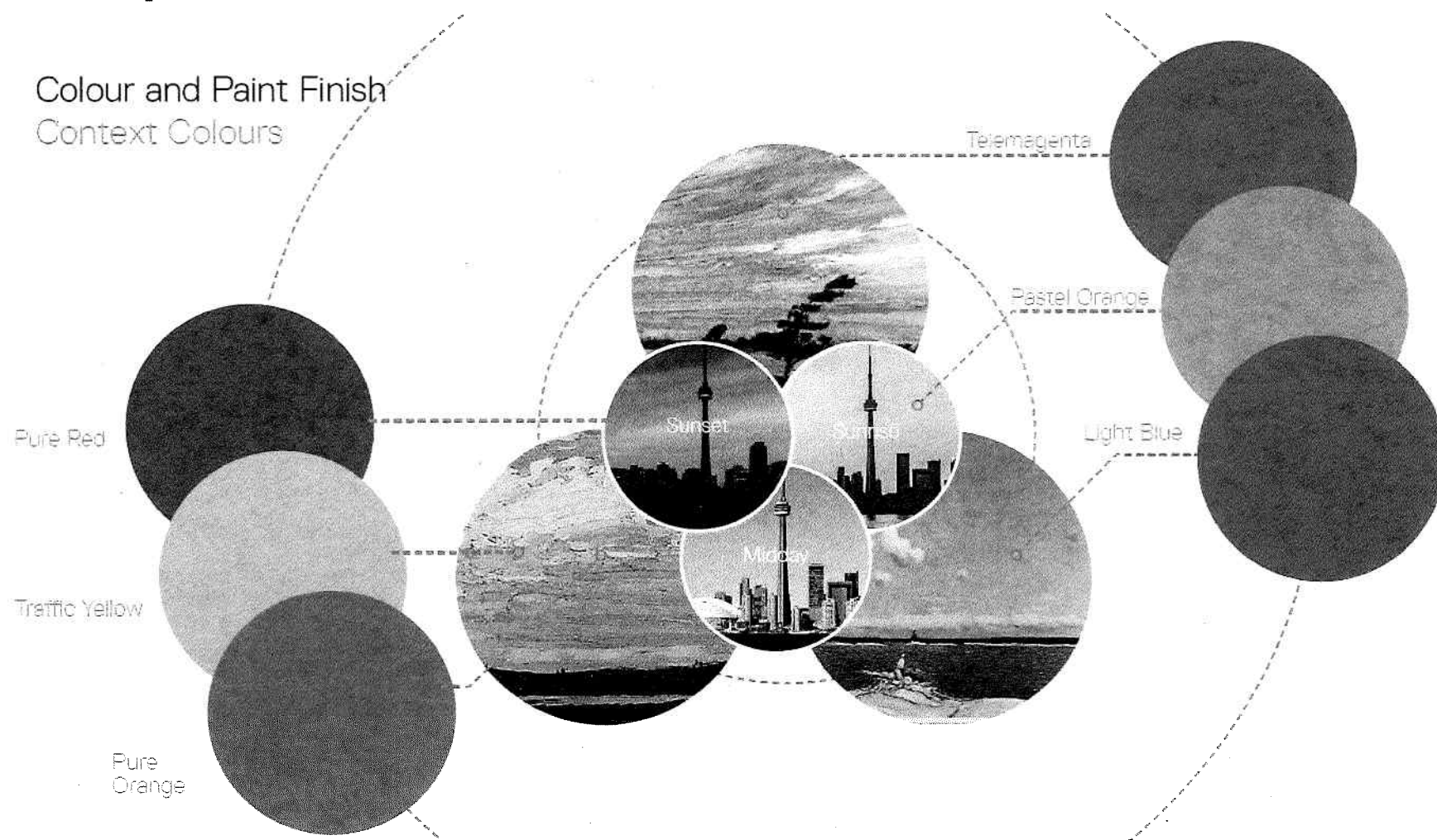
Balustrade Design



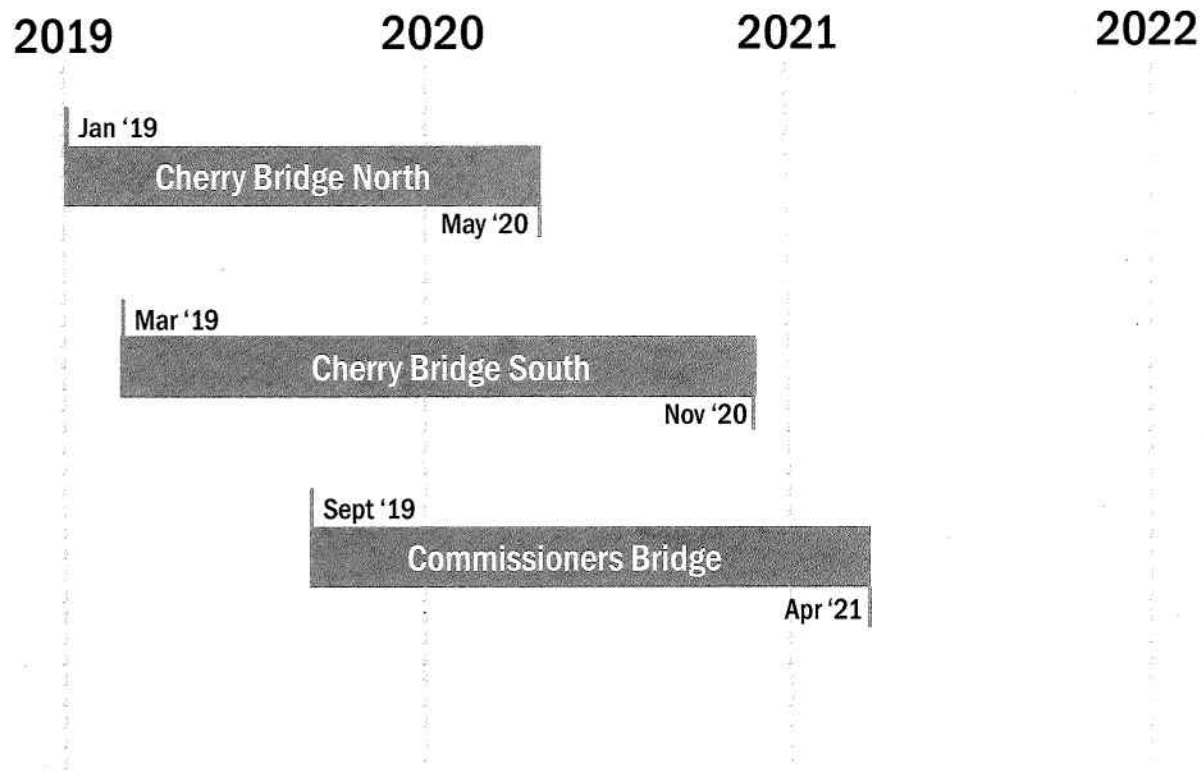
Vehicular Barriers



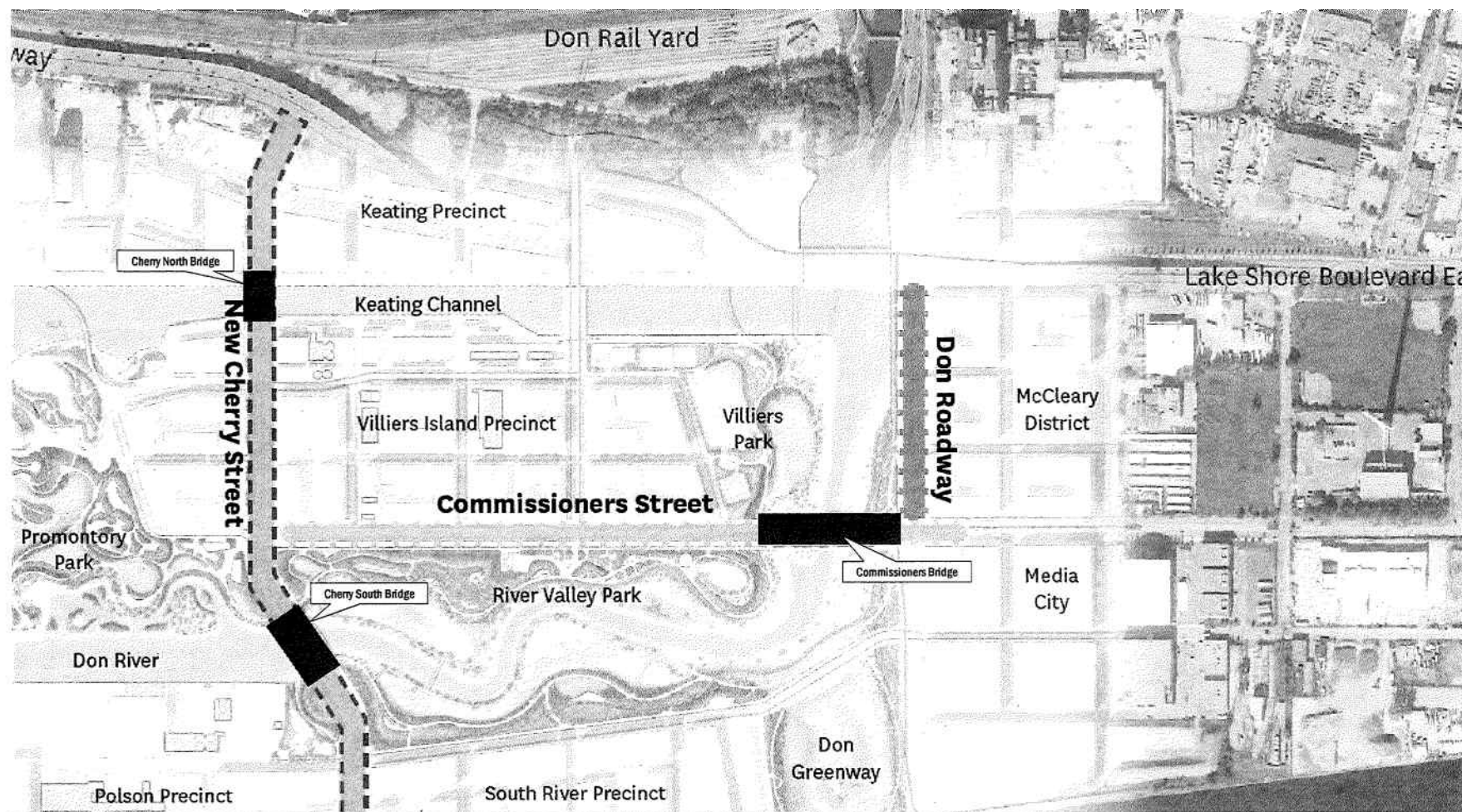
Colour Options



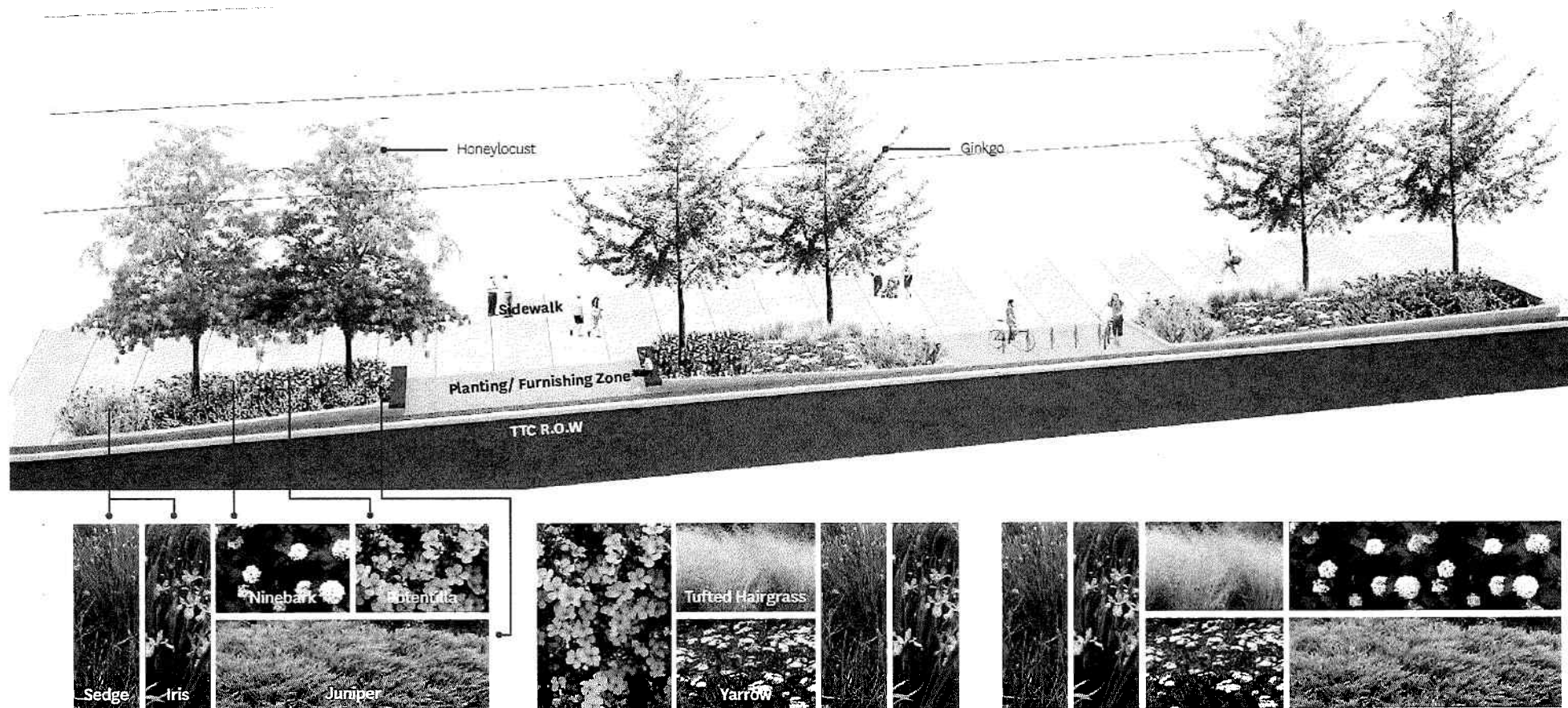
Bridge Construction Schedule



Port Lands Flood Protection - Roads



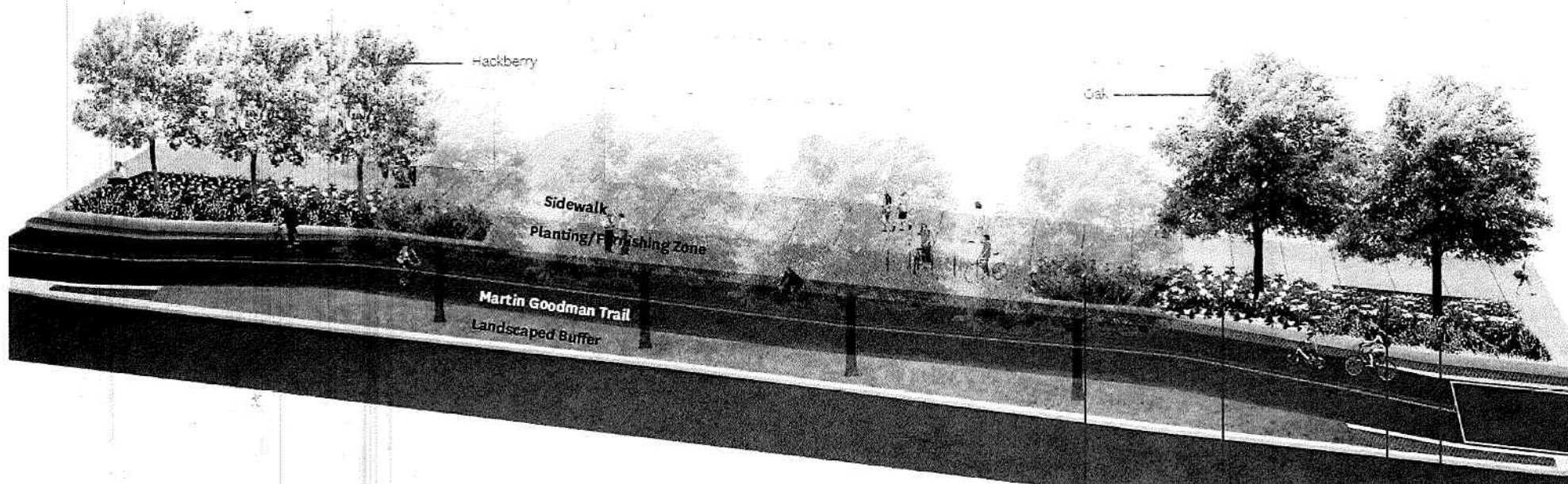
Cherry Street – East Side



Understorey Planting Diagram

10

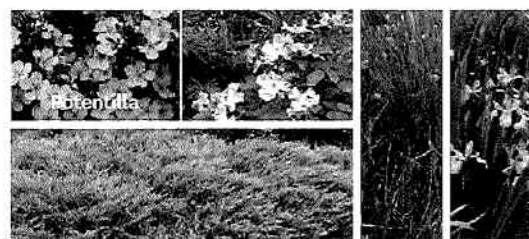
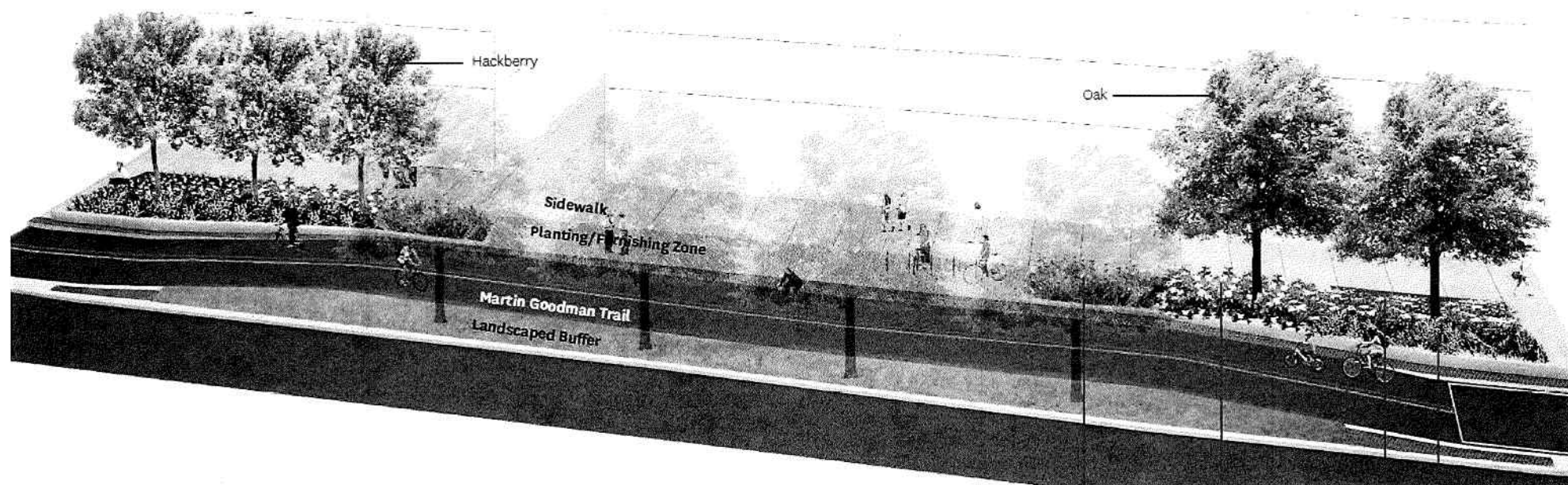
Cherry Street – West Side



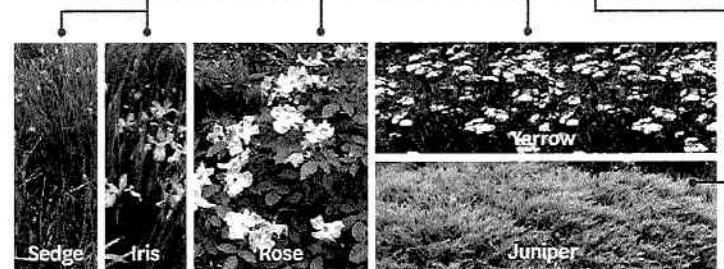
Understorey Planting Diagram



Cherry Street – West Side

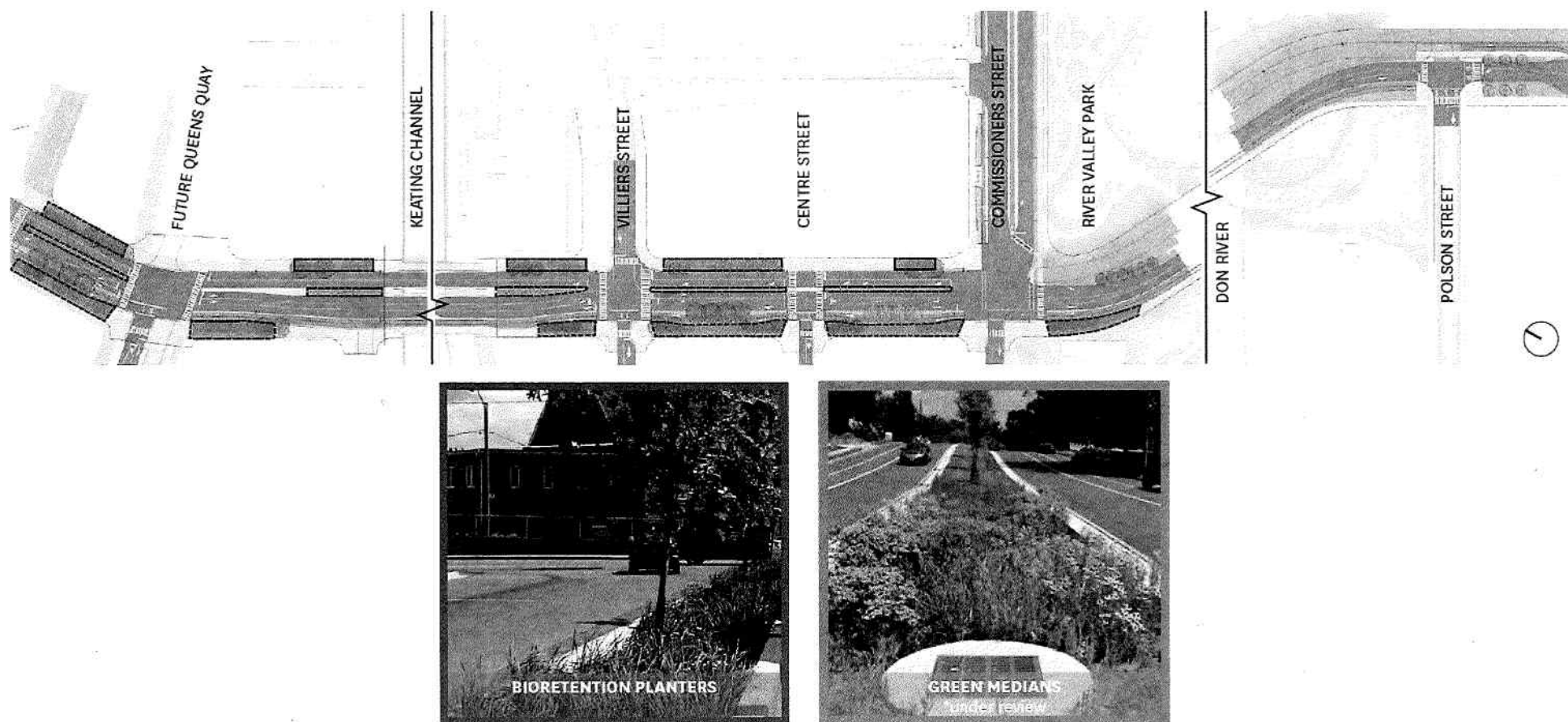


Understorey Planting Diagram



Green Infrastructure

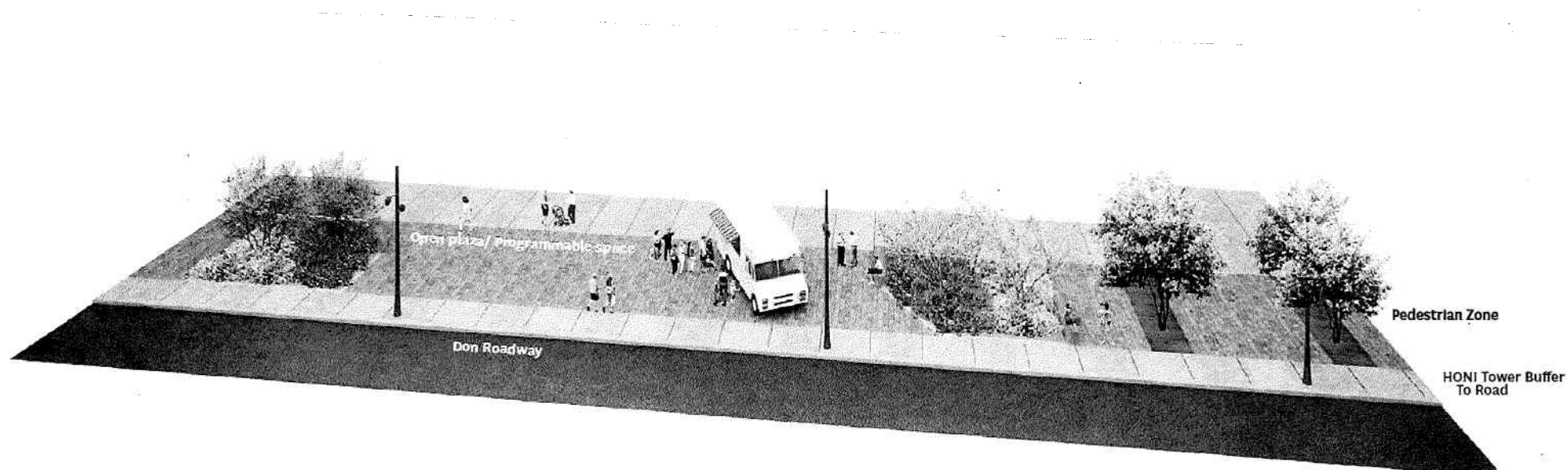
Green Infrastructure: Bioretention Planters, Green Medians



Commissioners Street



Don Roadway – East Side

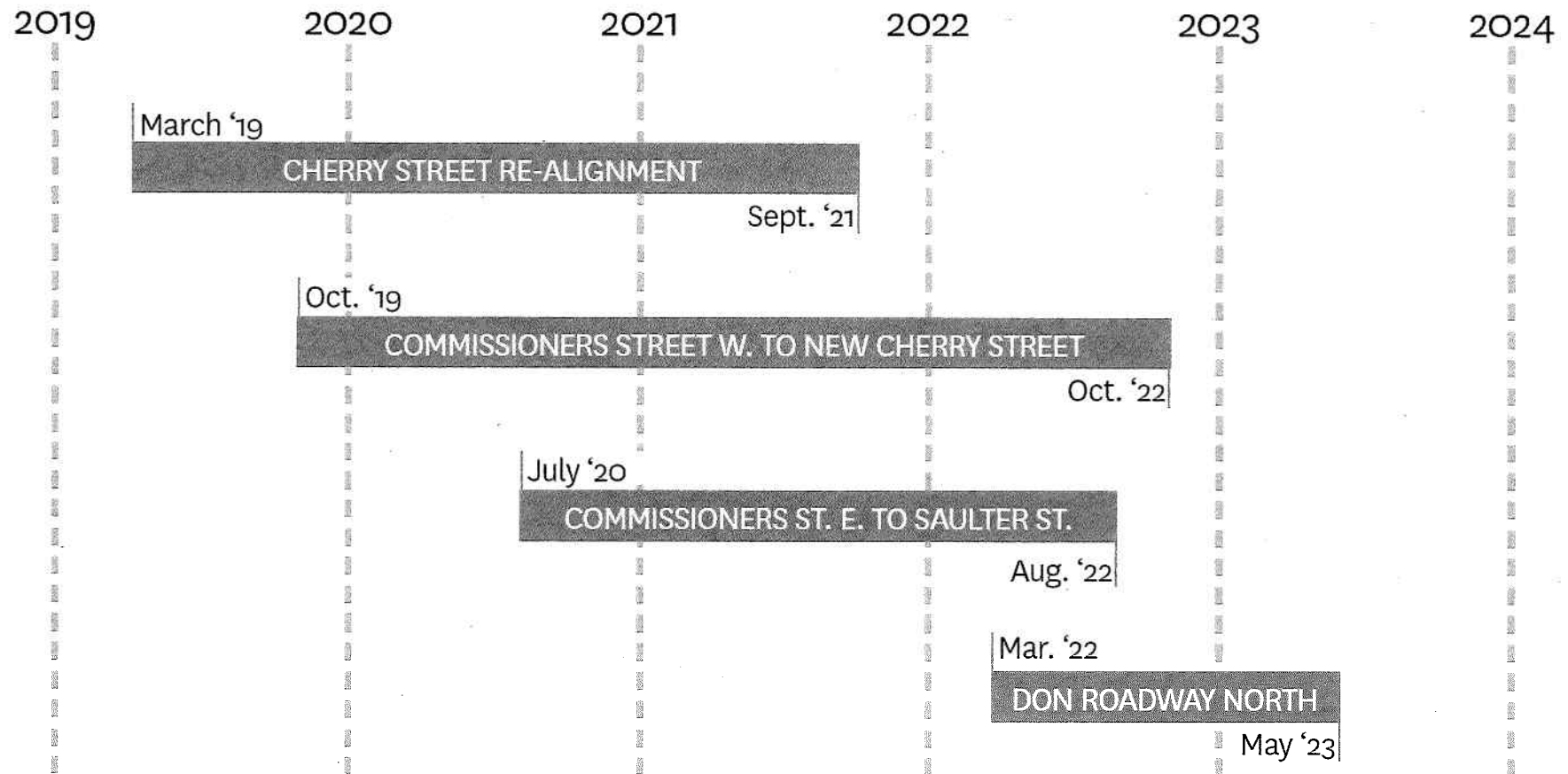


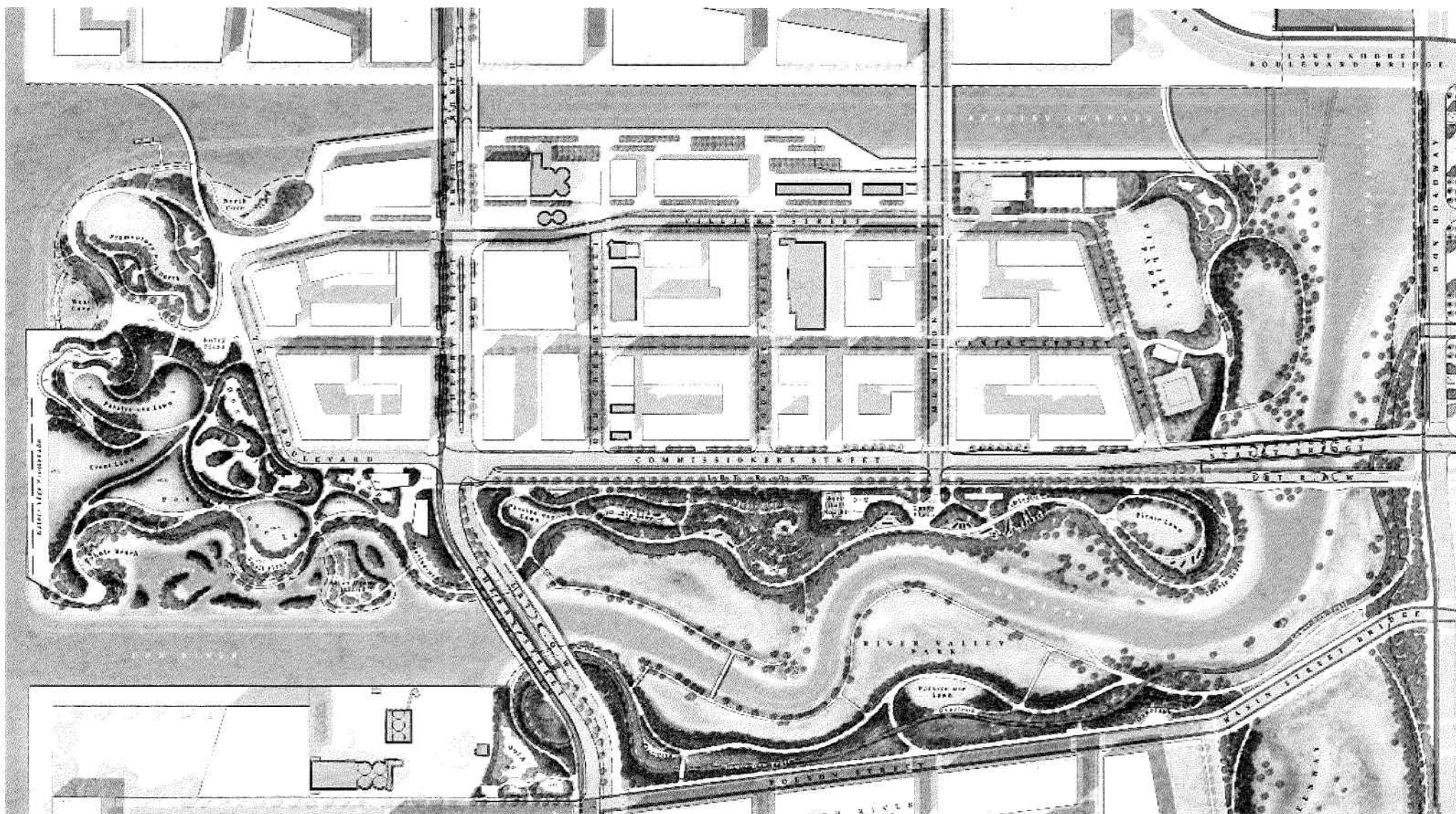
Don Roadway



Construction Schedule

Project Schedule - Anticipated Construction Schedule





Pichette, Chanelle (INFC)

From: Mary Anne Santos [REDACTED]@waterfrontoronto.ca>
Sent: December 21, 2018 3:17 PM
To: Mike Yu; Brett Howell; Whitehead, Cam (MOI); James, Andre (MOI); Soler, Roger (INFC); MacFarlane, Shainah (INFC); Coffin, Erin (INFC); Nassif, Marie-Pier (INFC)
Cc: Lisa Taylor; David Kusturin; Meg Davis; Sampada Chandane; Erik Cunningham; Adhish Risbud; Julius Gombos; Alma Pjetra
Subject: [REDACTED]
Attachments: [REDACTED]

Hi to all,

Please find attached [REDACTED] which is covered in the Strategic Plan/2019-20 Corporate Plan approved by the Board in December 2018. [REDACTED]

[REDACTED]

Apologies for the delay in sending this file as we had some issues with this document (file got corrupted).

Please let us know if you have any questions. Happy Holidays to all!

Thanks.

Mary Anne

**Pages 315 to 321
are withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**Les pages 315 à 321
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

Pichette, Chanelle (INFC)

From: [REDACTED]@waterfrontoronto.ca> on behalf of Julius Gombos
<JGombos@waterfrontoronto.ca>
Sent: December 27, 2018 1:12 PM
To: Julius Gombos; Leslie Gash; Edward Chalupka; Pina Mallozzi; Michael Nobrega; Mira Shenker; Tara Connor; David Stonehouse; Kyle Knoeck; Lynda Macdonald; Mike (EDC) Williams; [REDACTED]@toronto.ca; Lou Di Gironimo; hon lu; Nik Chatterjee; Steven Trumper; Morin, Kathy (INFC); Nassif, Marie-Pier (INFC); adam.redish@ontario.ca; 'Ren, Wendy (MOI)'; John.Mackenzie@trca.on.ca; Cam.Whitehead@ontario.ca; Nancy Gaffney; Laura Stephenson; Boardroom 18; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Mary Scotland; Andrea Broughton; Elaine Hung; Leena Eappen; Janice Paterson; michelle.sirizzotti@trca.on.ca; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; Michelle.Jennings@ontario.ca; [REDACTED] Michael Kraljevic
Cc: David Kusturin; Christopher Glaisek; Ken Dion
Subject: RE: Port Lands ESC: PLFP Project Charters (Updated)
Attachments: PLFP Project Charters_Dec 2018 (Updated).zip

Good afternoon,

As an update to my email from 11:30 this morning, **comments on the PLFP Project Charts are due at the next ESC meeting, scheduled for January 22nd**. I apologize for the error and any confusion.

Thank you,

[REDACTED]@waterfrontoronto.ca

From: [REDACTED] On Behalf Of Julius Gombos
Sent: Thursday, December 27, 2018 11:30 AM
To: Leslie Gash <LGash@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Pina Mallozzi <PMallozzi@waterfrontoronto.ca>; Michael Nobrega <[REDACTED]@waterfrontoronto.ca>; Mira Shenker <MShenker@waterfrontoronto.ca>; Tara Connor <[REDACTED]@waterfrontoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Kyle Knoeck <[REDACTED]@toronto.ca>; Lynda Macdonald <[REDACTED]@toronto.ca>; Mike (EDC) Williams <Mike.Williams@toronto.ca>; [REDACTED]@toronto.ca; Lou Di Gironimo <[REDACTED]@toronto.ca>; [REDACTED]; Nik Chatterjee <nchatterjee@createto.ca>; [REDACTED] kathy.morin@canada.ca; marie-pier.nassif@canada.ca; adam.redish@ontario.ca; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; John.Mackenzie@trca.on.ca; Cam.Whitehead@ontario.ca; Nancy Gaffney <[REDACTED]@trca.on.ca> [REDACTED]@trca.on.ca; Boardroom 18 <B@waterfrontoronto.ca>; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Mary Scotland <[REDACTED]@waterfrontoronto.ca>; Andrea Broughton <[REDACTED]@toronto.ca>; Elaine Hung <[REDACTED]@toronto.ca>; Leena Eappen <Leena.Eappen@trca.on.ca>; [REDACTED] michelle.sirizzotti@trca.on.ca; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; Michelle.Jennings@ontario.ca; [REDACTED]@toronto.ca; [REDACTED]
Cc: 'David Kusturin (dkusturin@waterfrontoronto.ca)' <DKusturin@waterfrontoronto.ca>; 'Christopher Glaisek (CGLaisek@waterfrontoronto.ca)' <CGLaisek@waterfrontoronto.ca>; Ken Dion <[REDACTED]@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>
Subject: RE: Port Lands ESC: PLFP Project Charters (Updated)

Good morning all,

As a reminder, please review the attached zip file with the 23 PLFP Project Charters and provide comments back by December 31st. If you would like additional time for review, please let us know.

NOTE: The Commissioners Street Bridge Project Charter was left out of the previous email sent on December 18th. It's included in the zip file attached.

Thank you,

[REDACTED]@waterfrontoronto.ca

From: [REDACTED] On Behalf Of Julius Gombos

Sent: Tuesday, December 18, 2018 5:10 PM

To: Leslie Gash <LGash@waterfrontoronto.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>; Pina Mallozzi <PMallozzi@waterfrontoronto.ca>; Michael Nobrega [REDACTED]@waterfrontoronto.ca>; Mira Shenker <MShenker@waterfrontoronto.ca>; Tara Connor [REDACTED]@waterfrontoronto.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca>; 'Kyle Knoeck' [REDACTED]@toronto.ca>; 'Lynda Macdonald' [REDACTED]@toronto.ca>; 'Mike (EDC) Williams' <Mike.Williams@toronto.ca>; [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca>; 'Lou Di Gironimo' [REDACTED]@toronto.ca>; [REDACTED] Chatterjee' <nchatterjee@createto.ca>; [REDACTED] 'kathy.morin@canada.ca' <kathy.morin@canada.ca>; 'marie-pier.nassif@canada.ca' <marie-pier.nassif@canada.ca>; 'adam.redish@ontario.ca' <adam.redish@ontario.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'John.Mackenzie@trca.on.ca' <John.Mackenzie@trca.on.ca>; 'Cam.Whitehead@ontario.ca' <Cam.Whitehead@ontario.ca>; Nancy Gaffney [REDACTED]@trca.on.ca>; [REDACTED]@trca.on.ca>; [REDACTED]@trca.on.ca>; Boardroom 18 <B@waterfrontoronto.ca>; 'Ann-Marie.Nasr@toronto.ca' <Ann-Marie.Nasr@toronto.ca>; 'Mtolensky@trca.on.ca' <Mtolensky@trca.on.ca>; [REDACTED]@waterfrontoronto.ca>; Mary Scotland [REDACTED]@waterfrontoronto.ca>; 'Andrea Broughton' [REDACTED]@toronto.ca>; 'Elaine Hung' [REDACTED]@toronto.ca>; 'Leena Eappen' <Leena.Eappen@trca.on.ca>; [REDACTED]@toronto.ca>; 'michelle.sirizzotti@trca.on.ca' <michelle.sirizzotti@trca.on.ca>; [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca>; 'Kyla.Marrin@ontario.ca' <Kyla.Marrin@ontario.ca>; 'Ibukun.Olowude@ontario.ca' <Ibukun.Olowude@ontario.ca>; 'Adrian.Lue@ontario.ca' <Adrian.Lue@ontario.ca>; 'Michelle.Jennings@ontario.ca' <Michelle.Jennings@ontario.ca>; [REDACTED]@toronto.ca>; [REDACTED]

Cc: Julius Gombos <JGombos@waterfrontoronto.ca>; David Kusturin (dkusturin@waterfrontoronto.ca) <DKusturin@waterfrontoronto.ca>; Christopher Glaisek (CGlaisek@waterfrontoronto.ca) <CGlaisek@waterfrontoronto.ca>; Ken Dion [REDACTED]@waterfrontoronto.ca>

Subject: Port Lands ESC: PLFP Project Charters (Updated)

Good evening everyone,

Attached please find the Port Lands Flood Protection Project Charters, updated since the last ESC meeting and review. Please review the new charters and provide comments back by December 31st. Please note that each charter is attached individually to this email, as well as a zip folder that contains all of the files.

Thank you,

[REDACTED] on behalf of Julius Gombos



PORT LANDS FLOOD PROTECTION

PFP03-01 Commissioners Street West to New Cherry Street – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Commissioners Street West to New Cherry Street

Project Overview and Governance:

Commissioners Street is a roadway which runs continuously east-west across the Port Lands, connecting Cherry Street to Don Roadway. For the Port Land Flood Protection (PLFP) program the roadway has been broken into two segments: Commissioners Street West and Commissioners Street East. The limits of this project are from New Cherry Street in the west to new Commissioners Street Bridge in the east.

Commissioners Street will consist of a three-lane cross section, bike facilities, sidewalks and a transit way. In addition to the vehicular traffic lanes, the project will include bicycle lanes and future Toronto Transit Commission (TTC) light rail transit (LRT) lanes with enhanced streetscaping as part of the Environmental Assessment (EA) commitments. The roadway grade of the street will also be raised to enable flood protection of Villiers Island – one of the strategic objectives of the PLFP.

Key project provisions are as follows:

- The construction of Commissioners Street West from New Cherry Street has a target completion date of August 2022.
- The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto (City).
- Waterfront Toronto (WT) will be responsible for managing the cost, schedule and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$26,002,891 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and build the new roadway.
- Construct road cross section for 2-lane traffic and left turn lane where needed.
- Provide enhanced streetscaping that meets the objectives of the PLFP.
- Provide 2 lanes for future LRT that may be used for bus rapid transit (BRT) in the interim.
- Provide cycle lanes/paths that will meet objectives of the cycling program of the City of Toronto.
- Maintain existing municipal services while upgrading to support future development.
- Raise, relocate or remove existing buildings to accommodate work carried out in the vicinity of project area

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Shannon Baker	Waterfront Toronto (WT)	Sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	[REDACTED]
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	[REDACTED]
Agency Rep.	Scott Haskill	Toronto Transit Commission (TTC)	Scott.haskill@ttc.ca	[REDACTED]

Refer to the Program Organization Chart for additional details.

PORT LANDS FLOOD PROTECTION

PPF03-01 Commissioners Street West to New Cherry Street – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (affected tenants notification, signing as a landowner of adjacent land where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Civil: Horizontal and vertical alignment and design of roadway and utilities
- Electrical: Street illumination and traffic control signals
- Landscape Architecture: Enhanced streetscaping, low impact development elements, provision of bicycle lanes that will complement the City of Toronto Cycling Program
- Utility relocations; permitting and approvals
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construct roadway with three-lane cross section, bike facilities, sidewalks and a transit way
- Construction contract administration and site inspection
- Utility relocations to facilitate the road and servicing construction
- Grade raise to facilitate flood protection
- Maintain communication with the public and manage traffic through the area and beyond
- Manage and administer warranty items in accordance with construction contracts
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166 for stockpiling in the floodplain
- Toronto and Region Conservation Authority (TRCA) – Migratory Birds and Wildlife Management Plan
- Department of Fisheries and Oceans Canada (DFO)
- Ministry of Natural Resources (MNR) – Permit for Flood Protection
- City of Toronto – Approvals for roadway and utility design
- City of Toronto – Tree removal permits as deemed necessary
- City of Toronto – Road Occupancy Permits
- City of Toronto – Hydro Street Lighting
- City of Toronto – Street Naming (Council)
- City of Toronto – Planning and Building
- City of Toronto – Heritage Preservation Services
- City of Toronto – Stop up and close/opening by law
- FLR (First Nations) Agreement – Project wide
- Ministry of Environment, Conservation and Parks (MECP) – ECA for Sewers and Watermains (transfer of review)
- Ministry of Environment, Conservation and Parks (MECP) – Permit to Take Water (PTTW)
-

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Coordination and cost sharing agreements with various private utility companies (THES, Bell, Gas, HONI, etc.)
- Delivery agreement with TRCA
- Master License Agreement with CreateTO

PORT LANDS FLOOD PROTECTION
PFP03-01 Commissioners Street West to New Cherry Street – PROJECT CHARTER

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$2,907,937	\$115,767	\$614,695	\$582,355	\$1,595,119
Soft Cost Contingency	\$165,048				\$165,048
Hard Costs	\$21,181,053	\$332,141	\$245,247	\$6,442,217	\$14,161,448
Hard Cost Contingency	\$1,299,118				\$1,299,118
HST (Non-Recoverable 1.76%)	\$449,735	\$8,322	\$15,719	\$131,322	\$294,373
Total Budget	\$26,002,891	\$456,230	\$875,662	\$7,155,895	\$17,515,105
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		90% Design	Mar 2018	Jun 2019
Concept Design	Feb 2018	Apr 2018	IFC Design	Jun 2019	Jul 2019
30% Design	Mar 2018	Jul 2018	Construction Works	Oct 2019	Aug 2022
60% Design	Dec 2018	Mar 2019	Project Completion	Au	Aug 2022
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delayed response from Engineering and Construction Services and Toronto Water may introduce schedule delays.	Design consultant to attend scheduled workshop with Engineering and Construction Services and Toronto Water.
Tunneling Obstructions and Ground Conditions: There is a risk that obstructions are encountered during micro-tunneling for utilities. Should an obstacle be hit, it could result in a schedule impact since it occurs during construction.	Perform additional soil investigations to confirm ground conditions. Horizontal Directional Drilling (HDD) has also been explored as a potential alternative method.
Coordination with Non-Hydro Utilities: Risk of construction delays due to associated delays by non-hydro utilities (Enbridge, Bell, Rogers etc.).	Early and proactive coordination with non-hydro utility companies.
Aggressive Design Schedule: Design schedule is compressed to meet constrained funding and completion dates – this poses risks to schedule and quality objectives.	Tender in stages, as soon as possible. Define the specifications to appropriately tailor contractor pricing and assess and mitigate risk items on an ongoing basis.
Relocation of 38 Commissioners Street: Agreement with landowner and tenant and building move approvals and construction operation risk to meet schedule.	Ongoing discussions with involved parties, early pre-application planning approval meetings to understand process, and early discussion with contractor to understand building relocation operation.
Temporary Utility Relocation to Maintain Access: Road design must consider stakeholder use of existing and future utilities.	Coordinate utility relocations with river valley cuts to keep relocation costs down.
Comments:	

PORT LANDS FLOOD PROTECTION
PFP03-01 Commissioners Street West to New Cherry Street – PROJECT CHARTER

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$4.8M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$ 2.8M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Construction Sub – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting and Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Ground Improvements	\$ 5.9M	2019	New	Request for Proposal
Sub-Contractor – Site Preparations	\$1.9M	2019	New	Request for Proposal
Sub-Contractor – Lighting/Traffic Lights/Elec	\$1.1M	2019	New	Request for Proposal
Sub-Contractor – Utilities	\$3.2M	2019	New	Request for Proposal
Sub-Contractor – Road Construction	\$2.5M	2019	New	Request for Proposal
Sub-Contractor – Landscaping and Public Realm	\$1.9M	2019	New	Request for Proposal
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.				
Comments: <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP03-02 Commissioners Street East to Saulters Street – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Commissioners Street East to Saulters Street

Project Overview and Governance:

Commissioners Street is a roadway which runs continuously east-west across the Port Lands, connecting Cherry Street to Don Roadway. For the Port Land Flood Protection (PLFP) program the roadway has been broken into two segments: Commissioners Street West and Commissioners Street East. The limits of this project are from the Don Roadway in the west to Saulters Street in the east.

Commissioners Street will consist of a three-lane cross section, bike facilities, sidewalks and a transit way. In addition to the vehicular traffic lanes, the project will include bicycle and future Toronto Transit Commission (TTC) light rail transit (LRT) lanes with enhanced streetscaping as part of the Environmental Assessment (EA) commitments. The roadway grade of Commissioners Street will also be raised to enable flood protection of Villiers Island – one of the strategic objectives of the PLFP.

Key project provisions are as follows:

- The construction of Commissioners Street East to Saulters Street project has a target completion date of July 2022.
- The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises of project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- Waterfront Toronto (WT) will be responsible for managing the cost, schedule and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$5,651,141 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and build the roadway.
- Construct road cross section for 2-lane traffic and left turn lane where needed.
- Provide enhanced streetscaping that meets the objectives of the PLFP.
- Provide 2 lanes for future LRT that may be used for bus rapid transit (BRT) in the interim.
- Provide cycle lanes/paths that will meet objectives of the cycling program of the City of Toronto.
- Maintain existing municipal services while upgrading to support future development.
- Raise, relocate or remove existing buildings to accommodate work carried out in the vicinity of project area.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Shannon Baker	Waterfront Toronto (WT)	Sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	[REDACTED]
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	[REDACTED]
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	[REDACTED]
Agency Rep.	Scott Haskill	Toronto Transit Commission (TTC)	Scott.haskill@ttc.ca	[REDACTED]

Refer to the Program Organization Chart for additional details.

PORT LANDS FLOOD PROTECTION

PFP03-02 Commissioners Street East to Saulters Street – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (affected tenants notification, signing as a landowner of adjacent land where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Civil: Horizontal and vertical alignment and design of roadway and utilities
- Electrical: Street illumination and traffic control signals
- Landscape Architecture: Enhanced streetscaping, low impact development elements, provision of bicycle lanes that will complement the City of Toronto Cycling Program
- Utility relocations; permitting and approvals
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construct roadway with three-lane cross section, bike facilities, sidewalks and a transit way
- Construction contract administration and site inspection
- Utility relocations to facilitate the road and servicing construction
- Grade raise to facilitate flood protection
- Maintain communication with the public and manage traffic through the area and beyond
- Manage and administer warranty items in accordance with construction contracts
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166 for stockpiling in the floodplain
- Toronto and Region Conservation Authority (TRCA) – Migratory Birds and Wildlife Management Plan
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Ministry of Natural Resources (MNR) – Permit for Flood Protection
- City of Toronto – Approvals for roadway and utility design
- City of Toronto – Tree removal permits as deemed necessary
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- City of Toronto – Stop up and close/opening by law
- FLR (First Nations) Agreement – Project wide
- Ministry of Environment, Conservation and Parks (MECP) – ECA for Sewers and Watermains (transfer of review)
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Coordination and cost sharing agreements with various private utility companies (THES, Bell, Gas, HONI, Enbridge, etc.)
- Delivery agreement with TRCA
- Master License Agreement with CreateTO

PORT LANDS FLOOD PROTECTION
PFP03-02 Commissioners Street East to Saulter Street – PROJECT CHARTER

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$889,747	\$37,538	\$203,905	\$186,638	\$461,666
Soft Cost Contingency	\$50,500				\$50,500
Hard Costs	\$4,500,431	\$78,635	\$50,878		\$4,370,918
Hard Cost Contingency	\$112,724				\$112,724
HST (Non-Recoverable 1.76%)	\$97,740	\$2,014	\$3,804	\$2,599	\$89,323
Total Budget	\$5,651,141	\$118,187	\$258,587	\$189,237	\$5,085,130
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		90% Design	Mar 2019	Jun 2019
Concept Design	Feb 2018	Apr 2018	IFC Design	Jun 2019	Jul 2019
30% Design	Mar 2018	Jul 2018	Construction Works	May 2020	Jul 2022
60% Design	Dec 2018	Mar 2019	Project Completion		Jul 2022
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delayed response from Engineering and Construction Services and Toronto Water may introduce schedule delays.	Design consultant to attend scheduled workshop with Engineering and Construction Services and Toronto Water.
Tunneling Obstructions and Ground Conditions: There is a risk that obstructions are encountered during micro-tunneling for utilities. Should an obstacle be hit, it could result in a schedule impact since it occurs during construction.	Perform additional soil investigations to confirm ground conditions. Horizontal Directional Drilling (HDD) has also been explored as a potential alternative method.
Coordination with Non-Hydro Utilities: Risk of construction delays due to associated delays by non-hydro utilities (Enbridge, Bell, Rogers etc.).	Early and proactive coordination with non-hydro utility companies.
Aggressive Design Schedule: Design schedule is compressed to meet constrained funding and completion dates - there is a risk to not be able to meet the schedule or quality issues that cause future schedule issues. Design can finish during the review process as long as there are no changes.	Tender in stages, as soon as possible. Define the specifications to appropriately tailor contractor pricing.
Temporary Utility Relocation to Maintain Access: Road design must consider stakeholder use of existing and future utilities.	Coordinate utility relocations with river valley cuts to keep relocation costs down.
Relocation of 38 Commissioners Street: agreement with landowner and tenant and building move approvals and construction operation risk to meet schedule.	Ongoing discussions with involved parties, early pre-application planning approval meetings to understand process, and early discussion with contractor to understand building relocation operation.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP03-02 Commissioners Street East to Saulter Street – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$0.8M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$ 0.9M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting and Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Road Construction	\$0.8M	2019	New	Request for Proposal
Sub-Contractor – Site Preparations	\$0.5M	2019	New	Request for Proposal
Sub-Contractor – Lighting/Traffic Lights/Elec	\$0.4M	2019	New	Request for Proposal
Sub-Contractor – Utilities	\$1.3M	2019	New	Request for Proposal
Sub-Contractor – Landscaping and Public Realm	\$0.4M	2019	New	Request for Proposal
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in table 4 and the estimated values in table 7.				
Comments: <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION PFP03-03 Cherry Street Re-alignment – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Cherry Street Re-alignment

Project Overview and Governance:

Cherry Street is one of the two north-south roads connecting the Port Lands and downtown Toronto. The re-alignment of this roadway from Lake Shore Boulevard to Polson Street will form the scope of this project. The new alignment will be west of the existing Cherry Street and will cross over two new bridges, Cherry Street North Bridge and Cherry Street South Bridge, to clear the Keating Channel and the new mouth of the Don River before connecting back into existing Cherry Street at Polson Street.

The roadway will consist of a three-lane cross section, bike facilities and a sidewalk. In addition to the vehicular traffic lanes, the project will include bicycle and future Toronto Transit Commission (TTC) light rail transit (LRT) lanes with enhanced streetscaping as part of the Environmental Assessment (EA) commitments.

Key project provisions are as follows:

- The construction of the Cherry Street Re-alignment project has a target completion in September 2021.
- The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- Waterfront Toronto (WT) will be responsible for managing the cost, schedule and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$36,256,281 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the Port Lands Flood Protection (PLFP) Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and build the new roadway to re-align Cherry Street.
- Construct road cross section for 2-lane traffic and left turn lane where needed.
- Provide enhanced streetscaping that meets the objectives of the PLFP.
- Provide 2 lanes for future LRT that may be used for bus rapid transit (BRT) in the interim.
- Provide cycle lanes/tracks that will meet objectives of the cycling program of the City of Toronto.
- Maintain existing municipal services while upgrading to support future development.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	JGombos@waterfronttoronto.ca	
Project Director	Shannon Baker	Waterfront Toronto (WT)	Sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	
Agency Rep.	Scott Haskill	Toronto Transit Commission (TTC)	Scott.haskill@ttc.ca	

Refer to Program Organization Chart for additional details.

PORT LANDS FLOOD PROTECTION

PFP03-03 Cherry Street Re-alignment – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (affected tenants notification, signing as a landowner of adjacent land where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Civil: Horizontal and vertical alignment and design of roadway and utilities
- Electrical: Street illumination and traffic control signals
- Landscape Architecture: Enhanced streetscaping, low impact development elements, provision of bicycle lanes that will complement the City of Toronto Cycling Program
- Utility relocations; permitting and approvals
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construct roadway with three-lane cross section, bike facilities, sidewalks and a transit way
- Construction contract administration and site inspection
- Utility relocations to facilitate the road and servicing construction
- Grade raise to facilitate flood protection
- Maintain communication with the public and manage traffic through the area and beyond
- Manage and administer warranty items in accordance with construction contracts
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166 for stockpiling in the floodplain
- Toronto and Region Conservation Authority (TRCA) – Migratory Birds and Wildlife Management Plan
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Ministry of Natural Resources and Forestry (MNRF) – Permit for Flood Protection
- City of Toronto – Approvals for roadway and utility design
- City of Toronto – Tree removal permits as deemed necessary
- City of Toronto – Road Occupancy Permits
- City of Toronto – Hydro Street Lighting
- City of Toronto – Street Naming (Council)
- City of Toronto – Heritage Preservation Services
- City of Toronto – Stop up and close/opening by law
- FLR (First Nations) Agreement – Project wide
- Ministry of Environment, Conservation and Parks (MECP) – ECA for Sewers and Watermains (transfer of review)
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Coordination and cost sharing agreements with various private utility companies (THES, Bell, Gas, HONI, etc.)
- Delivery Agreement with TRCA
- Master License Agreements with Create TO
- Land Transfer Agreement with 3C Landowners for the new Cherry Street ROW
- License to Construct Agreement with 3C Landowners

**PORT LANDS FLOOD PROTECTION
PFP03-03 Cherry Street Re-alignment – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$3,848,657	\$151,158	\$798,833	\$766,234	\$2,132,432
Soft Cost Contingency	\$218,441				\$218,441
Hard Costs	\$30,000,149	\$854,008	\$3,948,179	\$12,606,145	\$12,591,817
Hard Cost Contingency	\$1,561,960				\$1,561,960
HST (Non-Recoverable 1.76%)	\$627,074	\$18,615	\$87,896	\$247,867	\$272,696
Total Budget	\$36,256,281	\$1,023,781	\$4,834,907	\$13,620,246	\$16,777,347
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		90% Design	Sep 2018	Dec 2018
Concept Design	Feb 2018	Apr 2018	IFC Design	Nov 2018	Jan 2019
30% Design	Mar 2018	Jul 2018	Construction Works	Jan 2019	Sep 2021
60% Design	May 2018	Oct 2018	Project Completion		Sep 2021
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delayed response from Engineering and Construction Services and Toronto Water may introduce schedule delays.	Design consultant to attend scheduled workshop with Engineering and Construction Services and Toronto Water.
Tunneling Obstructions and Ground Conditions: There is a risk that obstructions are encountered during micro-tunneling for utilities. Should an obstacle be hit, it could result in a schedule impact since it occurs during construction.	Perform additional soil investigations to confirm ground conditions. Horizontal Directional Drilling (HDD) has also been explored as a potential alternative method.
Coordination with Non-Hydro Utilities: Risk of construction delays due to associated delays by non-hydro utilities (Enbridge, Bell, Rogers etc.).	Early and proactive coordination with non-hydro utility companies.
Aggressive Design Schedule: Design schedule is compressed to meet constrained funding and completion dates – this poses risks to schedule and quality objectives.	Tender in stages, as soon as possible. Define the specifications to appropriately tailor contractor pricing and assess and mitigate risk items on an ongoing basis.
Temporary Utility Relocation to Maintain Access: Road design must consider stakeholder use of existing and future utilities.	Coordinate utility relocations with river valley cuts to keep relocation costs down.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP03-03 Cherry Street Re-alignment – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$6.4M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$2.0M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Subcontractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odor Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Ground Improvements	\$6.2M	2019	New	Request for Proposal
Sub-Contractor – Site Preparations	\$2.3M	2019	New	Request for Proposal
Sub-Contractor – Lighting/Traffic Lights/Elec	\$1.8M	2019	New	Request for Proposal
Sub-Contractor – Utilities	\$4.9M	2019	New	Request for Proposal
Sub-Contractor – Road Construction	\$3.3M	2019	New	Request for Proposal
Sub-Contractor – Landscaping and Public Realm	\$5.2M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION
PPF03-05 Don Roadway North – PROJECT CHARTER

ATIA - 19(1)

Prepared by:		Date: December 2018	Version: 2
1. PROJECT IDENTIFICATION AND OBJECTIVE			
Project Name: Don Roadway North			
Project Overview and Governance:			
<p>Don Roadway is one of the two north-south roads connecting the Port Lands and downtown Toronto. The reconstruction of this roadway from Lake Shore Boulevard East to Commissioners Street will form the scope of this project.</p> <p>The roadway will consist of a four-lane cross section, bike facilities and sidewalk. In addition to the vehicular traffic lanes, the project will include cycling tracks with enhanced streetscaping as part of the Environmental Assessment (EA) commitments. The roadway grade will also be raised to enable flood protection of Villiers Island – one of the strategic objectives of the Port Lands Flood Protection (PLFP) program.</p> <p>Key project provisions are as follows:</p> <ul style="list-style-type: none"> ▪ The construction of Don Roadway North has a target completion of November 2022. ▪ The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto. ▪ WT will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$16,819,597 has been established. ▪ The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart. <p>This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.</p>			
Project Objectives:			
<ul style="list-style-type: none"> ▪ Design and build the roadway. ▪ Construct road cross section for 4-lane cross section; 2 lanes south bound, and 1 lane north bound with left/right turn lane where needed. ▪ Provide enhanced streetscaping that meets the objectives of the PLFP. ▪ Provide cycle lanes/paths that will meet objectives of the cycling program of the City of Toronto. ▪ Maintain existing municipal services while upgrading to support future development. 			

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Manager	Shannon Baker	Waterfront Toronto (WT)	Sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Scott Haskill	Toronto Transit Commission (TTC)	Scott.haskill@ttc.ca	
Refer to the Program Organization Chart for additional details.				

PORT LANDS FLOOD PROTECTION PFP03-05 Don Roadway North – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (affected tenants notification, signing as a landowner of adjacent land where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Civil: Horizontal and vertical alignment and design of roadway and utilities
- Electrical: Street illumination and traffic control signals
- Landscape Architecture: Enhanced streetscaping, low impact development elements, provision of bicycle lanes that will complement the City of Toronto Cycling Program
- Utility relocations; permitting and approvals
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construct roadway with four-lane cross section, bike facilities and sidewalks
- Construction contract administration and site inspection
- Utility relocations to facilitate the road and servicing construction
- Grade raise to facilitate flood protection
- Maintain communication with the public and manage traffic through the area and beyond
- Manage and administer warranty items in accordance with construction contracts
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166 for stockpiling in the floodplain
- Toronto and Region Conservation Authority (TRCA) – Migratory Birds and Wildlife Management Plan
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Ministry of Natural Resources (MNR) – Permit for Flood Protection
- City of Toronto – Approvals for roadway and utility design
- City of Toronto – Tree removal permits as deemed necessary
- City of Toronto – Road Occupancy Permits
- City of Toronto – Hydro Street Lighting
- City of Toronto – Street Naming (Council)
- City of Toronto – Heritage Preservation Services
- City of Toronto – Stop up and close/opening by law
- FLR (First Nations) Agreement – Project Wide
- Ministry of Environment, Conservation and Parks (MOECP) – ECA for Sewers and Watermains (transfer of review)
- Ministry of Environment, Conservation and Parks (MOECP) – Permit To Take Water (PTTW)
- TSSA/Imperial Oil – Decommissioning Permits/ Approvals

Agreements:

- Contribution agreement with the City of Toronto, Province of Ontario and Federal Government
- Coordination and cost sharing agreements with various private utility companies (THES, Bell, Gas, HONI, etc.)
- Delivery agreements with TRCA
- Master License Agreements with CreateTO

**PORT LANDS FLOOD PROTECTION
PFP03-05 Don Roadway North – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$889,747	\$37,902	\$205,884	\$188,449	\$457,512
Soft Cost Contingency	\$50,500				\$50,500
Hard Costs	\$14,792,454	\$25,335			\$14,767,120
Hard Cost Contingency	\$795,990				\$795,990
HST (Non-Recoverable 1.76%)	\$290,906	\$1,144	\$3,653	\$3,344	\$282,764
Total Budget	\$16,819,597	\$64,381	\$209,537	\$191,793	\$16,353,886
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		90% Design	Apr 2021	Sep 2021
Concept Design	Feb 2018	Apr 2018	IFC Design	Sep 2021	Dec 2021
30% Design	Mar 2018	Jul 2018	Construction Works	Jan 2022	Nov 2022
60% Design	Oct 2020	Mar 2021	Project Completion		Nov 2022
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delayed response from Engineering and Construction Services and Toronto Water may introduce schedule delays.	Design consultant to attend scheduled workshop with Engineering and Construction Services and Toronto Water.
Tunneling Obstructions and Ground Conditions: There is a risk that obstructions are encountered during micro-tunneling for utilities. This would impact the schedule.	Perform additional soil investigations to confirm ground conditions. Horizontal Directional Drilling (HDD) has also been explored as a potential alternative method.
Coordination with Non-Hydro Utilities: Risk of construction delays due to associated delays by non-hydro utilities (Enbridge, Bell, Rogers etc.).	Early and proactive coordination with non-hydro utility companies.
Aggressive Design Schedule: Design schedule is compressed to meet constrained funding and completion dates – this poses risks to schedule or quality objectives.	Tender in stages, as soon as possible. Define the specifications to appropriately tailor contractor pricing and assess and mitigate risk items on an ongoing basis.
Temporary Utility Relocation to Maintain Access: Road design must consider stakeholder use of existing and future utilities.	Coordinate utility relocations with river valley cuts to keep relocation costs down.
HONI cables at Don Roadway: Underground transmission corridor to the east of the tower line (from Lakeshore to Commissioners along Don Roadway) includes two cables (across from the bridge) that are very delicate and susceptible to damage due to fill weight and changes in grade.	Explore alternative geometry for the valley wall feature and Don Roadway.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP03-05 Don Roadway North – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$3.1M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$0.9M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting and Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Ground Improvements	\$ 3.3M	2019	New	Request for Proposal
Sub-Contractor – Site Preparations	\$0.5M	2019	New	Request for Proposal
Sub-Contractor – Lighting/Traffic Lights/Elec	\$0.8M	2019	New	Request for Proposal
Sub-Contractor – Utilities	\$3.5M	2019	New	Request for Proposal
Sub-Contractor – Road Construction	\$1.4M	2019	New	Request for Proposal
Sub-Contractor – Landscaping and Public Realm	\$1.7M	2019	New	Request for Proposal
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.				
Comments: <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP03-06 Hydro One Networks Incorporated Integration – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Hydro One Networks Incorporated Integration

Project Overview and Governance:

In preparation of the reconstruction of Commissioners Street East, the Don Roadway North and the construction of the Don Roadway Valley Wall Feature, it will be necessary to raise two of Hydro One Networks Incorporated (HONI) existing overhead utility towers. The towers will be raised to facilitate grade raises on Commissioners Street and the Don Roadway.

Adjustments to existing underground HONI utilities and a HONI bridge were identified as being required in the due diligence phase of the Port Lands Flood Protection (PLFP) program. It is anticipated that these works will no longer be required.

Key project provisions are as follows:

- The construction of HONI aerial works have target completion dates of June 2020.
- The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto (City).
- Waterfront Toronto (WT) will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$8,369,074 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Coordinate the design and construction of the HONI overhead utility towers to complete the PLFP.
- Raise HONI towers to accommodate grade raise on Don Roadway and Commissioners Street.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Shannon Baker	Waterfront Toronto (WT)	sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	[REDACTED]
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	[REDACTED]
Agency Rep.	Scott Haskill	Toronto Transit Commission (TTC)	Scott.haskill@ttc.ca	[REDACTED]

Refer to Program Organizational Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (affected tenants notification, signing as a landowner of adjacent land where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

PORT LANDS FLOOD PROTECTION

PFP03-06 Hydro One Networks Incorporated Integration – PROJECT CHARTER

Design:

- Civil: Adjust grade of HONI tower to allow for road grade raise on Don Roadway and Commissioners Street
- Electrical: Coordinate with electrical utility and design
- Landscape Architecture: Coordinate with locations of pedestrian, cycling and motor facilities
- Utility relocations; permitting and approvals
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- HONI tower grade adjustments to facilitate the road and servicing construction
- Construction contract administration and site inspection
- Utility relocations to facilitate the road and servicing construction
- Grade raise to facilitate flood protection
- Maintain communication with the public and manage traffic through the area and beyond
- Manage and administer warranty items in accordance with construction contracts
- Monthly construction progress reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166 for stockpiling in the floodplain
- Toronto and Region Conservation Authority (TRCA) – Migratory Birds and Wildlife Management Plan
- City of Toronto – Approvals for roadway and utility design
- City of Toronto – Tree removal permits as deemed necessary
- City of Toronto – Road Occupancy Permits
- City of Toronto – Stop up and close/opening by law
- FLR (First Nations) Agreement – Project wide
- HONI approval requirements

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreements with TRCA
- Master License Agreements with Create TO
- Agreement with HONI

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$1,815,379	\$73,383	\$392,085	\$368,144	\$981,767
Soft Cost Contingency	\$103,037				\$103,037
Hard Costs	\$5,565,616			\$5,293,025	\$272,591
Hard Cost Contingency	\$740,294				\$740,294
HST (Non-Recoverable 1.76%)	\$144,748	\$1,032	\$5,516	\$118,549	\$19,650
Total Budget	\$8,369,074	\$74,416	\$397,601	\$5,779,718	\$2,117,339

Cash Flows have been developed in accordance with the program schedule.

5. SCHEDULE SUMMARY

Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		Project Completion		Jun 2020
Aerial Lines Construction Works	Oct 2019	Jun 2020			

Schedule Constraints and Assumptions:

Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.

PORT LANDS FLOOD PROTECTION

PFP03-06 Hydro One Networks Incorporated Integration – PROJECT CHARTER

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Coordination with Non-Hydro Utilities: Risk of construction delays due to associated delays by non-hydro utilities (Enbridge, Bell, Rogers etc.).	Early and proactive coordination with non-hydro utility companies.
Sub-grade HONI Design at Don Roadway: Underground transmission corridor to the east of the tower line (from Lakeshore to Commissioners along Don Roadway) includes two cables (cross from the bridge) that are very delicate and susceptible to fill weight and changes in grade.	Explore alternative geometry for the valley wall feature.
Aggressive Design Schedule: Design schedule is compressed to meet constrained funding and completion dates – this poses risks to schedule and quality objectives.	Tender in stages, as soon as possible. Define the specifications to appropriately tailor contractor pricing and assess and mitigate risk items on an ongoing basis.
Temporary Utility Relocation to Maintain Access: Road design must consider stakeholder use of existing and future utilities.	Coordinate utility relocations with river valley cuts to keep relocation costs down.
HONI design and construction timing: HONI requires engineering design of roadways prior to commencing of design of tower raising.	Proactively coordinate with HONI to ensure milestone submissions are provided as needed.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$1.0M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$1.8M	2018	Existing	Request for Proposal
Risk Consultant		2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) – Daylighting	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting and Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – HONI Utility Construction	\$4.6M	2019	New	To be completed by HONI
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

PORT LANDS FLOOD PROTECTION
PFP03-06 Hydro One Networks Incorporated Integration – PROJECT CHARTER

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP03-07 Site Wide Municipal Infrastructure – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Site Wide Municipal Infrastructure

Project Overview and Governance:

Site Wide Municipal Infrastructure is the provision of servicing and associated facilities to help maintain and operate the municipal services running along the three roadways (New Cherry Street, Commissioners Street and the Don Roadway) and to support future development on Villiers Island. This includes watermains, wastewater and stormwater sewers. The Site Wide Municipal Infrastructure project also includes a temporary wastewater pumping station and a stormwater treatment facility. Maintaining services to remaining properties on Villiers and on Polson Quay will also form part of this project.

The stormwater treatment facility will be implemented in phases; scope as it relates to the Port Lands Flood Protection (PLFP) program is limited to the transmission components and the shaft that would form part of the storage only.

Site Wide Municipal Infrastructure construction works will be concurrent with other PLFP contracts from August 2020 through to December 2023. This will include the construction and commissioning of new utilities and facilities and the connections to existing systems.

Key project provisions are as follows:

- The development and construction of the Site Wide Municipal Infrastructure has a target completion date of December 2023.
- The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project duration. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto (City).
- Waterfront Toronto (WT) will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$79,460,975 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and build municipal infrastructure that can support servicing requirements of future developments on Villiers Island; watermains, stormwater and wastewater sewers.
- Design and construction of a temporary wastewater pumping station.
- Design and construction of stormwater treatment facility (transmission components and storage shaft only).
- River crossings at the Keating Channel, the River Valley Park to Commissioners Street (two locations), and the Commissioners Street Bridge.
- Maintain services to remaining properties on Villiers and on Polson Quay.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Shannon Baker	Waterfront Toronto (WT)	Sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	[REDACTED]
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	[REDACTED]
Agency Rep.	Scott Haskill	Toronto Transit Commission (TTC)	Scott.haskill@ttc.ca	[REDACTED]

Refer to Program Organization Chart for additional details.

PORT LANDS FLOOD PROTECTION

PFP03-07 Site Wide Municipal Infrastructure – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (affected tenants notification, signing as a landowner of adjacent land where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Civil: Horizontal and vertical alignments of new municipal infrastructure; confirm sizing and construction methodology
- Electrical: Eastwater pumping and stormwater treatment facility components
- Landscape Architecture: Coordinate with locations of pedestrian, cycling and motor facilities as well as low impact development elements
- Utility relocations; permitting and approvals
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Utility relocations to facilitate municipal infrastructure construction
- Construction of watermain, wastewater and stormwater sewer
- Construction of temporary wastewater pumping station
- Construction of stormwater treatment facilities (transmission components and storage shaft only)
- Maintain communication with the public and manage traffic through the area and beyond
- River Crossings at the Keating Channel, the River Valley Park to Commissioners Street (two locations), and the Commissioners Street Bridge
- Construction Contract Administration and Site Inspection
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166 for stockpiling in the floodplain
- Toronto and Region Conservation Authority (TRCA) – Migratory Birds and Wildlife Management Plan
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Ministry of Natural Resources and Forestry (MNRF) – Permit for Flood Protection
- City of Toronto – Site Plan Approval (SPA) for Sanitary Pumping Station and Stormwater Treatment Facility
- City of Toronto – Building Permit for Sanitary Pumping Station and Stormwater Treatment Facility
- City of Toronto – Approvals for utility design
- City of Toronto – Tree removal permits as deemed necessary
- City of Toronto – Municipal Sewer Use Discharge Permit
- City of Toronto – Road Occupancy Permits
- FLR (First Nations) Agreement
- Ministry of Environment, Conservation and Parks (MECP) – ECA for Storm Sewer outlet and Sanitary Pumping Station
- Ministry of Environment, Conservation and Parks (MECP) – ECA for Sewers and Watermains (transfer of review)
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act

Agreements:

- Contribution agreement with the City of Toronto, Province of Ontario, and Federal Government
- Coordination and cost sharing agreements with various private utility companies (THES, Bell, Gas, HONI, etc.)
- Delivery agreement with TRCA
- Master License Agreements with CreateTO
- Land transfer agreement with 3C Landowners for the new Cherry Street right of way (ROW)
- License to construct agreement with 3C Landowners

**PORT LANDS FLOOD PROTECTION
PFP03-07 Site Wide Municipal Infrastructure – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$12,015,333	\$500,793	\$2,687,007	\$2,383,917	\$6,443,616
Soft Cost Contingency	\$681,965				\$681,965
Hard Costs	\$60,579,190	\$339,709			\$60,239,480
Hard Cost Contingency	\$4,810,162				\$4,810,162
HST (Non-Recoverable 1.76%)	\$1,374,325	\$9,863	\$326,409	\$289,590	\$748,463
Total Budget	\$79,460,975	\$850,365	\$3,013,416	\$2,673,507	\$72,923,686

Cash Flows have been developed in accordance with the program schedule.

5. SCHEDULE SUMMARY

Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		90% Design	Nov 2018	Apr 2021
Concept Design	Apr 2018	Jul 2018	IFC Design	Jan 2019	Apr 2021
30% Design	Jul 2018	Sept 2018	Construction Works	Aug 2020	Dec 2023
60% Design	Aug 2018	Mar 2021	Project Completion		Dec 2023

Schedule Constraints and Assumptions:
Procurements timelines will conform to the above construction and completion milestones.
The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.

6. RISK IDENTIFICATION

Key Risks to be Managed:	Mitigation Strategy:
Delayed response from Engineering and Construction Services and Toronto Water may introduce schedule delays.	Design consultant to attend scheduled workshop with Engineering and Construction Services and Toronto Water.
Tunneling Obstructions and Ground Conditions: There is a risk that obstructions are encountered during micro-tunneling for utilities. This would result in schedule delays and additional costs.	Perform additional soil investigations to confirm ground conditions. Horizontal Directional Drilling (HDD) has also been explored as a potential alternative method.
Coordination with Non-Hydro Utilities: Risk of construction delays due to associated delays by non-hydro utilities (Enbridge, Bell, Rogers etc.).	Early and proactive coordination with non-hydro utility companies.
Aggressive Design Schedule: Design schedule is compressed to meet constrained funding and completion dates – this poses risks to the schedule and quality objectives.	Tender in stages, as soon as possible. Define the specifications to appropriately tailor contractor pricing and assess and mitigate risk items on an ongoing basis.
Temporary Utility Relocation to Maintain Access: Need for road design to consider use of existing and future utilities.	Coordinate utility relocations with river valley cuts to keep relocation costs down.
Temporary Services to Remaining Properties on Villiers and Polson Quay: Need to be maintained during construction.	Early and proactive coordination with property owners.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP03-07 Site Wide Municipal Infrastructure – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$6.7M	2018	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$ 11.9M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Construction Sub – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting and Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Lighting, Electrical, Traffic Lights	\$2.4M	2019	New	Request for Proposal
Sub-Contractor – Open Cut Construction (Wet Utilities)	\$23.8M	2019	New	Request for Proposal
Sub-Contractor – Trenchless Construction (Wet Utilities)	\$11.4M	2019	New	Request for Proposal
Sub-Contractor – Sanitary Pump Station and Stormwater Treatment facility	\$9.1M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administration) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP04-01 Cherry Street North Bridge – PROJECT CHARTER

Prepared by:		Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Cherry Street North Bridge

Project Overview and Governance:

The proposed new Cherry Street North Bridge will cross the Keating Channel and act as a gateway to the Port Lands. This Bridge will be constructed to the west of the existing Cherry Street Bridge, playing a critical role in the delivery of flood protection. At present, the location of the existing Cherry Street Bridge over the Keating Channel causes significant restrictions to flood conveyance during large flood events due to the protrusion of the south abutment into the channel. By shifting the bridge westward, it enables additional flood conveyance down the Keating Channel during large flood events. This is achieved by demolishing the existing Cherry St Bridge widening the Keating Channel at its current location.

The proposed single-span Cherry Street North Bridge will be located along the new Cherry Street alignment west of the existing Cherry Street alignment. There will be two bridges as part of this project; a road bridge and a transit bridge. The road bridge will cater 3 lanes of vehicular traffic (one lane in each direction plus a westbound left-hand turning lane). In addition to the road bridge, proposed transit bridge shall also cater for transit via an interim Bus Rapid Transit (BRT) which is provisioned to convert to Light Rail Transit (LRT) track in future. The Bridge will also carry a dedicated bicycle trail on the west side and generous public sidewalk. The bridge design shall accommodate sufficient clearances below the proposed bridge for pedestrian/bicycle traffic along the northern and southern edges of the Keating Channel. Minimum clearances outlined in the Don Mouth Naturalization (DMNP) and Lower Don Lands (LDL) Environmental Assessment (EA) will also be provided over the Keating Channel for low-head tugs and barges which may be required for servicing and sediment management. The south abutment of this bridge will be founded on new land being reclaimed as part of the Cherry Street Lake Filling project. The north abutment will be located on the future right-of-way through the proposed 3C Development.

Key project provisions are as follows:

- The development and construction of the Cherry Street North Bridge has a target completion of November 2020.
- The existing Executive Steering Committee (ESC), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project progress. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$40,009,236 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Provide vehicular, Light Rail Transit, pedestrian and bicycle traffic connectivity to newly developed lands across the Keating Channel.
- Satisfy requirements outlined in the Don Mouth Naturalization Project and Lower Don Lands Environmental Assessments.
- Allow for improved and efficient conveyance of flood waters during Regulatory flood events and meet flood protection requirements.
- The bridge should be elegant, inspirational and designed as a family with the other new bridges constructed as part of the project.
- Enhance visual experience for both pedestrians and cars while complementing the unique aesthetic and topographic characters of the public spaces along the Keating Channel.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Alan Kearsey	CreateTO	Akearsey@tplc.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)		
Refer to the Program Organization Chart for additional details.				

PORT LANDS FLOOD PROTECTION PFP04-01 Cherry Street North Bridge – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations
- Verification of as-built condition of North Keating Channel Dockwall

Design:

- Structural: Superstructure (deck, flexural members, bearings, asphalt, expansion joints), substructure (abutments), approach construction, foundation, traffic protection
- Architectural: Lighting, furniture, accessibility, colour, bridge envelope design, protective coatings
- Electrical: Lighting
- Civil: Site preparation, drainage
- Geotechnical design
- Marine: dockwall (on the north side of Keating Channel)
- Signage
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construction of one vehicular and one Light Rail Transit (LRT) bridge over the Keating Channel
- Construction including dockwall (on the north side of Keating Channel), foundations, substructure (abutments), superstructure (deck, flexural members, bearings, roadway), expansion joints, protective coatings, traffic protection, site preparation, approach construction, signage, and lighting
- Traffic Management
- Coordination with program wide construction projects and neighbouring landowners, businesses and projects
- Monthly project reporting
- Construction Contract Administration and Site Inspection

Approvals:

- City of Toronto – Zoning approvals
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Transport Canada – Navigation Protection Act
- Ports Toronto – Harbour Master Authorization
- Ports Toronto – Port Authorities Operations Regulations
- Toronto and Region Conservation Authority (TRCA) – Regulation 166/06
- City of Toronto – Traffic Management Plan
- City of Toronto – Engineering and Construction Services (ESC)
- Toronto Transit Commission (TTC)
- Toronto Hydro-Electric System Limited (THESL) – Street Lighting
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)

Agreements:

- Contribution Agreement with City of Toronto, Province of Ontario and the Federal Government
- Delivery Agreements with TRCA
- Master License Agreements with CreateTO
- License Agreement with Ports Toronto
- License to Construct Agreement with 3C Developments
- FLR (First Nations) Agreement

**PORT LANDS FLOOD PROTECTION
PFP04-01 Cherry Street North Bridge – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$7,187,023	\$614,675	\$3,105,946	\$1,131,698	\$2,334,704
Soft Cost Contingency	\$407,920				\$407,920
Hard Costs	\$29,764,862	\$1,065,783	\$9,645,511	\$14,395,934	\$4,657,634
Hard Cost Contingency	\$1,957,446				\$1,957,446
HST (Non-Recoverable 1.76%)	\$691,985	\$31,444	\$238,736	\$290,949	\$130,856
Total Budget	\$40,009,236	\$1,711,901	\$12,990,193	\$15,818,582	\$9,488,560
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Jan 2018		IFC Design	Oct 2018	Feb 2019
Concept Design	Feb 2018	Apr 2018	Construction Works	Jan 2019	Nov 2020
30% Design	Mar 2018	July 2018	Project Completion		Nov 2020
60% Design	July 2018	Sept 2018			
90% Design	Oct 2018	Dec 2018			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delays to securing approvals required for construction.	Start approvals process early in the project to define requirements. Work closely with approval agencies to obtain advanced approvals where possible. Approvals and design to proceed concurrently. Team to be proactive in engaging agencies and addressing concerns to avoid delays.
Obtaining all existing condition information (i.e. condition assessments, geotechnical information, etc.) in time to complete design on schedule.	Work with internal WT team and external consultants to expedite geotechnical investigations at Cherry St. North abutment locations. Work with land owners, internal WT team and agencies to obtain as-built information and allow access for exploratory works.
Delays to contract award due to delays in securing approvals from Transport Canada.	Coordinate closely with Transport Canada to obtain comments as they arrive and plan to sign the contract with Steel vendor soon after permit is obtained.
Toronto Transit Commission (TTC) Approval of Transit Bridge Design.	Start coordination with TTC design review team early and involve the TTC team in the design review process, including vibration analysis.
Selecting a qualified steel contractor who can deliver the project on time to the desired quality.	Perform an early and extensive procurement process. Consult Waterfront Toronto procurement department as required.
Escalation in market price of steel.	Accelerate design and secure price quote.
Design changes after steel procurement.	Engage all approving agencies and stakeholders early in the design review process.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP04-01 Cherry Street North Bridge – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$5.1M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration	\$3.3M	2018	New	Request for Proposal - BAFO
Risk Consultant	*	2017	Existing	Service Change Order
Traffic Management Plan	*	2018	New	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Service Change Order
Geo-Environmental Services	*	2017	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Turbidity and Surface Water Quality Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2019	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2019	New	Request for Proposal
Sub-Contractor – Topographic Survey	*	2019	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Pre/Post Construction Condition Survey	*	2019	New	Request for Proposal
Sub-Contractor – Steel Structure Fabrication and Erection Contractor	\$12.8M	2018	New	Request for Proposal - BAFO
Sub-Contractor – Deep Foundation and Dockwall Construction	\$5.0M	2018	New	Request for Proposal
Sub-Contractor – Substructure	\$4.1M	2019	New	Request for Proposal
Sub-Contractor – Finishes	\$1.0M	2019	New	Request for Proposal
Sub-Contractor – Electrical	\$1.1M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-Contractors to the Construction Manager. 				

PORT LANDS FLOOD PROTECTION
PFP04-01 Cherry Street North Bridge – PROJECT CHARTER

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP04-02 Cherry Street Bridge South – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Cherry Street Bridge South

Project Overview and Governance:

The proposed three-span Cherry Street South Bridge is spanning over the New River Valley at the Polson Slip and it is located along the new Cherry Street alignment west of the existing Cherry Street alignment. This bridge shall be designed to cater 2-lanes of traffic, a bi-directional cycle path and a pedestrian walkway.

Key project provisions are as follows:

- The development and construction of the Cherry Street South Bridge has a target date of April 2021.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$38,366,266 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Convey vehicular traffic across the river valley for the connectivity to newly developed lands across the river valley.
- Satisfy requirements outlined in the Don Mouth Naturalization Project and Lower Don Lands Environmental Assessments.
- Allow for better conveyance of flood waters during Regulatory flood events and meet flood protection requirements.
- The bridge should be elegant, inspirational and designed as a family with the other new bridges constructed as part of the project.
- Enhance visual experience for both pedestrians and cars while complementing the unique aesthetic and topographic characters of the public spaces along the river valley.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	<div></div> @toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Alan Kearsey	CreateTO	Akearsey@tplc.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	<div></div>	
Refer to the Program Organization Chart for additional details.				

3. PROJECT SCOPE & KEY DELIVERABLES	
Procurement: <ul style="list-style-type: none"> Consultancy to deliver project support, exploratory, design and Construction phase services Construction Manager Sub-Contractor(s) Early procurement for the manufacturer/fabricator for the Steel Superstructure 	
Project Support: <ul style="list-style-type: none"> Geotechnical, Hydrogeological and Environmental services to support design and construction TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement) CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required) Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required) Cost Management Risk Management Program Management 	

PORT LANDS FLOOD PROTECTION

PFP04-02 Cherry Street Bridge South – PROJECT CHARTER

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Structural: Superstructure (deck, flexural members, bearings, asphalt, expansion joints), substructure (piers, abutments), approach construction, foundation, traffic protection
- Architectural: Lighting, furniture, accessibility, colour, bridge envelope design, protective coatings
- Electrical: Lighting
- Civil: Site preparation, drainage
- Geotechnical design
- Signage
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construction including foundations, substructure (piers, abutments), superstructure (deck, flexural members, bearings, roadway), expansion joints, protective coatings, traffic protection, site preparation, approach construction, signage, and lighting
- Grading and earthworks
- Traffic Management
- Coordination with program wide construction projects and neighbouring landowners, businesses and projects
- Monthly project reporting
- Construction Contract Administration and Site Inspection

Approvals:

- City of Toronto – Zoning
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Transport Canada – Navigation Protection Act
- Toronto and Region Conservation Authority (TRCA) – Regulation 166/06
- City of Toronto – Traffic Management Plan
- Ports Toronto – Harbour Master Authorization
- Ports Toronto – Port Authorities Operations Regulations
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- City of Toronto – Engineering and Construction Services (ESC)
- Toronto Transit Commission (TTC)
- Toronto Hydro-Electric System Limited (THESL) – Street Lighting
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act, Public Lands Act
- Ministry of Natural Resources and Forestry (MNRF) – Public Lands Act

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and the Federal Government
- Delivery Agreements with TRCA
- License Agreement with Ports Toronto
- Master License Agreements with CreateTO
- FLR (First Nations) Agreement

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$8,263,409	\$828,912	\$3,860,612	\$1,567,583	\$2,006,302
Soft Cost Contingency	\$469,013				\$469,013
Hard Costs	\$27,077,149	\$942,438	\$1,155,098	\$14,730,955	\$10,248,657
Hard Cost Contingency	\$1,893,127				\$1,893,127
HST (Non-Recoverable 1.76%)	\$663,568	\$32,474	\$89,087	\$310,276	\$231,731
Total Budget	\$38,366,266	\$1,803,825	\$5,104,798	\$16,608,814	\$14,848,830

Cash Flows have been developed in accordance with the program schedule

**PORT LANDS FLOOD PROTECTION
PFP04-02 Cherry Street Bridge South – PROJECT CHARTER**

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Jan 2018		IFC Design	Feb 2019	Apr 2019
30% Design	Mar 2018	July 2018	Construction Works	Mar 2019	Apr 2021
60% Design	Jul 2018	Sept 2018	Project Completion		Apr 2021
90% Design	Aug 2018	Jan 2019			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delays to securing approvals required for construction.	Start approvals process early in the project to define requirements. Work closely with approval agencies to obtain advanced approvals where possible. Approvals and design to proceed concurrently. Team to be proactive in engaging agencies and addressing concerns to avoid delays.
Obtaining all existing condition information (i.e. condition assessments, geotechnical information, etc.) in time to complete design on schedule.	Work with internal WT team and external consultants to expedite geotechnical investigations at Cherry St. South abutment locations. Work with land owners, internal WT team and agencies to obtain as-built information and allow access for exploratory works.
Delays to contract award due to delays in securing approvals from Transport Canada.	Coordinate closely with Transport Canada to obtain comments as they arrive and plan to sign the contract with Steel vendor soon after permit is obtained.
Selecting a qualified steel contractor who can deliver the project on time to the desired quality.	Perform an extensive prequalification process. Consult Waterfront Toronto procurement department as required.
Escalation in market price of steel.	Accelerate design and secure price quote.
Design changes after steel procurement.	Engage all approving agencies and stakeholders early in the design review process.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$4.6M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration	\$3.4M	2018	New	Request for Proposal - BAFO
Risk Consultant	*	2017	Existing	Service Change Order
Traffic Management Plan	*	2018	New	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Service Change Order
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2019	New	Request for Proposal

PORT LANDS FLOOD PROTECTION
PFP04-02 Cherry Street Bridge South – PROJECT CHARTER

Sub-Contractor – Noise & Vibration Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2019	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2019	New	Request for Proposal
Sub-Contractor – Topographic Survey	*	2018	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Pre/Post Construction Condition Survey	*	2019	New	Request for Proposal
Sub-Contractor – Steel Structure Fabrication and Erection Contractor	\$11.5M	2018	New	Request for Proposal - BAFO
Sub-Contractor – Foundation	\$4.6M	2020	New	Request for Proposal
Sub-Contractor – Substructure & Finishes	\$4.8M	2020	New	Request for Proposal
Sub-Contractor – Electrical	\$0.7M	2020	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP04-03 Commissioners Street Bridge – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Commissioners Street Bridge/Don Roadway

Project Overview and Governance:

The proposed four-span Commissioner Street Bridge will span the New River Valley and connect into the Don Roadway along the proposed Commissioners Street alignment. This bridge shall be designed to cater 3-lanes of traffic (one lane in each direction plus a northbound left-hand turning lane), unidirectional cycle paths and a pedestrian walkway.

Key project provisions are as follows:

- The development and construction of the Commissioners Street Bridge has a target date of October 2021.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto (City).
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$48,299,431 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Convey vehicular traffic across the river valley for the connectivity to newly developed lands.
- Satisfy requirements outlined in the Don Mouth Naturalization Project and Lower Don Lands Environmental Assessments.
- Allow for better conveyance of flood waters during Regulatory flood events and meet flood protection requirements.
- The bridge should be elegant, inspirational and designed as a family with the other new bridges constructed as part of the project.
- Enhance visual experience for both pedestrians and cars while complementing the unique aesthetic and topographic characters of the public spaces along the river valley.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Alan Kearsey	CreateTO	Akearsey@tplc.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	

Refer to the Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES
<p>Procurement:</p> <ul style="list-style-type: none"> ▪ Consultancy to deliver project support, exploratory, design and Construction phase services ▪ Construction Manager ▪ Sub-Contractor(s) ▪ Early procurement for the manufacturer/fabricator for the Steel Superstructure <p>Project Support:</p> <ul style="list-style-type: none"> ▪ Geotechnical, Hydrogeological and Environmental services to support design and construction ▪ TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement) ▪ CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required) ▪ Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required) ▪ Cost Management ▪ Risk Management ▪ Program Management

PORT LANDS FLOOD PROTECTION

PFP04-03 Commissioners Street Bridge – PROJECT CHARTER

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Structural: Superstructure (deck, flexural members, bearings, asphalt, expansion joints), substructure (piers, abutments), approach construction, foundation, traffic protection
- Architectural: Lighting, furniture, accessibility, colour, bridge envelope design, protective coatings
- Electrical: Lighting
- Civil: Site preparation, drainage
- Geotechnical design
- Signage
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construction including foundations, substructure (piers, abutments), superstructure (deck, flexural members, bearings, roadway), structure protection, traffic protection, site preparation, approach construction, signage, and lighting
- Grading and earthworks
- Traffic Management
- Coordination with program wide construction projects and neighbouring landowners, businesses and projects
- Monthly project reporting
- Construction Contract Administration and Site Inspection
- Monthly project reporting

Approvals:

- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Transport Canada – Navigation Protection Act Requirements
- Toronto and Region Conservation Authority (TRCA) – Regulation 166/06
- City of Toronto – Traffic Management Plan
- City of Toronto – Engineering and Construction Services (ESC)
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- Toronto Hydro-Electric System Limited (THESL) – Street Lighting
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act, Public Lands Act
- Ministry of Natural Resources and Forestry (MNRF) – Public Lands Act

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreements with TRCA
- Master License Agreements with CreateTO
- FLR (First Nations) Agreement (to be confirmed)

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$6,371,722	\$580,653	\$2,139,908	\$1,636,702	\$2,014,458
Soft Cost Contingency	\$361,645				\$361,645
Hard Costs	\$38,099,371	\$722,047	\$397,373	\$12,970,997	\$24,008,955
Hard Cost Contingency	\$2,631,326				\$2,631,326
HST (Non-Recoverable 1.76%)	\$835,367	\$23,921	\$45,184	\$275,035	\$491,227
Total Budget	\$48,299,431	\$1,326,622	\$2,582,465	\$14,882,733	\$29,507,611
Cash Flows have been developed in accordance with the program schedule.					

**PORT LANDS FLOOD PROTECTION
PFP04-03 Commissioners Street Bridge – PROJECT CHARTER**

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Jan 2018		IFC Design	Feb 2019	Apr 2019
30% Design	Mar 2018	Jul 2018	Construction Works	Dec 2019	Jun 2021
60% Design	Jul 2018	Sep 2018	Project Completion		Oct 2021
90% Design	Oct 2018	Jan 2019			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delays to securing approvals required for construction.	Start approvals process early in the project to define requirements. Work closely with approval agencies to obtain advanced approvals where possible. Approvals and design to proceed concurrently. Team to be proactive in engaging agencies and addressing concerns to avoid delays.
Delays in obtaining existing condition information (i.e. condition assessments, geotechnical information, etc.) in time to complete design on schedule.	Work with internal WT team and external consultants to expedite geotechnical investigations at Commissioners Street abutment locations. Work with land owners, internal WT team and agencies to obtain as-built information and allow access for exploratory works.
Delays to contract award due to delays in securing approvals from Transport Canada.	Coordinate closely with Transport Canada to obtain comments as they arrive and plan to sign the contract with steel vendor soon after permit is obtained.
Delays to the selection of qualified steel contractors to deliver the project on time to the desired quality.	Perform an extensive prequalification process. Initiate and undertake procurement in collaboration with WT's procurement staff.
Escalation in market price of steel.	Accelerate design and secure price quote.
Cost escalation and delays due to design changes after steel procurement.	Engage all approving agencies and stakeholders early in the design review process.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$6.4M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration	\$4.2M	2017	New	Request for Proposal - BAFO
Risk Consultant	*	2017	Existing	Service Change Order
Traffic Management Plan	*	2018	New	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Service Change Order
Geo-Environmental Services	*	2017	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal

**PORT LANDS FLOOD PROTECTION
PFP04-03 Commissioners Street Bridge – PROJECT CHARTER**

Sub-Contractor – Tree Cutting & Removal	*	2019	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2019	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2019	New	Request for Proposal
Sub-Contractor – Topographic Survey	*	2019	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Pre/Post Construction Condition Survey	*	2019	New	Request for Proposal
Sub-Contractor – Superstructure Steel Structure Fabrication and Erection	\$18.1M	2018	New	Request for Proposal - BAFO
Sub-Contractor – Foundations	\$4.0M	2018	New	Request for Proposal
Sub-Contractor – Substructure & Finishes	\$7.0M	2019	New	Request for Proposal
Sub-Contractor – Electrical	\$1.0M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP04-04 Lake Shore Road & Rail Bridge Modifications – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Lake Shore Road & Rail Bridge Modifications

Project Overview and Governance:

The existing Lake Shore Road Bridge and Harbour Lead Rail Bridge convey vehicular and rail traffic over the mouth of the Don River. The Lake Shore Road Bridge and the Harbour Lead Rail Bridge are being extended by three bays to the west to widen the mouth of the Don River at the base of the proposed Sediment and Debris Management Area (SDMA). The bridge extension is an integral part of the Port Lands Flood Protection Design and enables the Sediment and Debris Management Area to function as designed.

Key project provisions are as follows:

- The development and construction of the Lake Shore and Rail bridge extensions has a target completion date of January 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project duration. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto (City).
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$60,457,841 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Maintain vehicular traffic across the Don River during construction.
- Minimize rail traffic disruptions across the Don River during construction.
- Ensure effective access to the SDMA north of Lake Shore Boulevard
- Ensure effective integration with future flow control / diversion systems
- Seek synergies with the Gardiner EA team at the City to find cost saving and constructability integration between both projects
- Satisfy requirements outlined in the Don Mouth Naturalization Project and Lower Don Lands Environmental Assessments.
- Allow for improved and efficient conveyance of flood waters during Regulatory flood events and meet flood protection requirements.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Alan Kearsey	CreateTO	Akearsey@tplc.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	

Refer to the Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)

PORT LANDS FLOOD PROTECTION

PPF04-04 Lake Shore Road & Rail Bridge Modifications – PROJECT CHARTER

- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations
- Condition Assessments of existing Gardiner ramps to Lake Shore Boulevard and Don Valley Parkway (DVP) ramp foundations
- Condition Assessment of existing west dockwall surrounding Lake Shore Bridge along the Don River/Keating Channel

Design:

- Structural: Superstructure (deck, beams, bearings, asphalt, expansion joints), substructure (piers, abutments), approach construction, foundation, traffic protection, protection/repair/bracing of existing Gardiner Bent foundations (as required)
- Architectural: Lighting, protective coatings (as required)
- Electrical: Lighting
- Civil: Site preparation, drainage
- Marine: Cofferdam construction, west abutment dockwall, scour protection, flow vane
- Relocation/protection of all existing utilities
- Rail track design
- Geotechnical design
- Signage
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Design bridges to meet PLFP flood protection requirements
- Engagement with relevant agencies to secure permits and approvals
- Collaborate with the Gardiner EA team at the City to find cost saving and optimize constructability
- Monthly project reporting

Construction:

- Demolish the existing rail bridge west abutment and the existing western rail bridge span
- Protect, repair, and brace existing Gardiner Bent foundations, as required
- Construction of the Lake Shore Road Bridge including dockwalls, foundations, substructure (piers, abutments), and superstructure (deck, beams, bearings, asphalt, expansion joints)
- Construction of the Harbour Lead Rail Bridge including dockwalls, foundations, substructure (piers, abutments), and superstructure (deck, beams, bearings, rail, expansion joints)
- Flow vane construction
- Grading and earthworks
- Relocation/protection of all existing utilities
- Traffic Management
- Monthly project reporting
- Coordination with program wide construction projects and neighbouring landowners, businesses and projects
- Construction Contract Administration and Site Inspection

Approvals:

- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Transport Canada – Navigation Protection Act)
- Ports Toronto – Harbour Master Authorization
- Ports Toronto – Port Authorities Operations Regulations
- Toronto and Region Conservation Authority (TRCA) – Regulation 166/06
- City of Toronto – Traffic Management Plan
- City of Toronto – Engineering and Construction Services (ESC)
- City of Toronto – Transportation Services
- City of Toronto – Toronto Water
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- Toronto Hydro-Electric System Limited (THESL) Street Lighting
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act, Public Lands Act
- Enbridge (Enbridge Gas Distribution Inc)

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreements with TRCA
- Master License Agreements with CreateTO
- Coordination and cost sharing agreement with Toronto Hydro-Electric System Limited (THESL)
- Coordination and cost sharing agreement with Enbridge Utilities
- License Agreement with Ports Toronto
- FLR (First Nations) Agreement

**PORT LANDS FLOOD PROTECTION
PFP04-04 Lake Shore Road & Rail Bridge Modifications – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$8,434,025	\$1,199,720	\$2,707,895	\$1,386,870	\$3,139,539
Soft Cost Contingency	\$478,697				\$478,697
Hard Costs	\$43,875,465			\$406,903	\$43,468,562
Hard Cost Contingency	\$6,623,999				\$6,623,999
HST (Non-Recoverable 1.76%)	\$1,045,655	\$6,731	\$15,194	\$17,040	\$1,006,689
Total Budget	\$60,457,841	\$1,206,452	\$2,723,089	\$1,810,813	\$54,717,487
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Jan 2018		IFC Design	Jul 2020	Aug 2020
30% Design	Jun 2019	Nov 2019	Construction Works	Aug 2020	Jan 2023
60% Design	Oct 2019	Mar 2020	Project Completion		Jan 2023
90% Design	Feb 2020	Jun 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Working around the existing piles for the Gardiner Pier Bents.	Perform extensive investigations during design. Contractor to perform field investigations to verify design. Risk management measures to be developed. Comply with all City of Toronto permitting requirements.
Working under the Gardiner Ramps to Lake Shore Boulevard East.	Explore synergies through design and construction alternatives with the Gardiner EA team and Transportation Services teams at the City. Meet City of Toronto permitting requirements. Develop risk management measures.
Working around the tie back anchors for the existing dock wall.	Perform extensive investigations during design. Contractor to perform field investigations to verify design. Risk management measures to be developed. Comply with all City of Toronto permitting requirements.
Delays to securing Approvals required for construction.	Start approvals process early in the project to define requirements. Work closely with approval agencies to obtain advanced approvals where possible. Team to be proactive in engaging agencies early and addressing concerns to avoid delays.
Delays in obtaining existing condition information (i.e. condition assessments, geotechnical information, etc.) in time to complete design on schedule.	Work with internal WT team and external consultants to expedite geotechnical investigations at Gardner bridge and DVP ramps locations. Work with land owners, internal WT team and agencies to obtain as-built information and allow access for exploratory works.
Delays and cost increases related to Enbridge pipe relocation and approval requirements.	Begin agreement and approval process early in the project to define requirements. This includes proactive and close coordination with partners to determine viable solutions and to explore opportunities to expedite schedule.
Disruption of rail traffic during construction on the Harbour Lead Rail Bridge affecting key deliveries to project stakeholders.	Work with the project team to minimize disruptions to rail traffic by optimizing the design and construction methodology for extending the Harbour Lead Rail Bridge.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP04-04 Lake Shore Road & Rail Bridge Modifications – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$7.3M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration	\$4.7M	2018	Existing	Service Change Order
Traffic Management Plan	*	2018	New	Request for Proposal
Risk Consultant	*	2017	Existing	Service Change Order
Geotechnical Investigation	*	2018	Existing	Service Change Order
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2020	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2020	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2020	New	Request for Proposal
Sub-Contractor – Turbidity and Surface Water Quality Monitoring	*	2020	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2020	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2020	New	Request for Proposal
Sub-Contractor – Topographic Survey	*	2019	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2020	New	Request for Proposal
Sub-Contractor(s) – Lake Shore Bridge works	\$34.2M	2020	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP04-05 Old Cherry Street Bridge Demolition – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Old Cherry Street Bridge Demolition

Project Overview and Governance:

The Old Cherry Street North Bridge spans the Keating Channel on the existing Cherry Street alignment. The Old Cherry Street Bridge restricts flood conveyance in the Keating Channel because of the protrusion of the south abutment into the channel. The removal of the Old Cherry Street bridge will widen the Keating Channel from its current condition and improve flood conveyance to meet the projects flood protection requirements.

Key project provisions are as follows:

- The development and construction of the Old Cherry Street Bridge Demolition has a target date of September 25, 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$3,617,495 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Remove the Old Cherry Street Bridge to improve the flood conveyance of the Keating Channel.
- Repair and stabilize or replace any section of existing dockwall that has been damaged or is at risk of failure.
- Satisfy requirements outlined in the Don Mouth Naturalization Project (DMNP) and Lower Don Lands (LDL) Environmental Assessments (EA).
- Satisfy any heritage requirements deemed required by Heritage Preservation Services (HPS).

CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	JGombos@waterfronttoronto.ca	
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	<div></div> @toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Alan Kearsey	CreateTO	Akearsey@tplc.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	<div></div>	
Refer to the Program Organization Chart for additional details.				

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed

PORT LANDS FLOOD PROTECTION

PFP04-05 Old Cherry Street Bridge Demolition – PROJECT CHARTER

- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations
- Condition Assessments of existing North/South Keating Channel Dockwall
- Heritage Assessments of the Existing Cherry Street Bridge

Design:

- Civil: Site preparation, demolition of superstructure (deck, beams, bearings, asphalt, expansion joints), substructure (abutments, counterweight pit, foundations (as required), operators booth and support
- Marine: South dockwall, north dockwall (as required)
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Ensure bridge demolition meets PLFP flood protection requirements
- Monthly project reporting

Construction:

- Demolition including south dockwall, north dockwall (as required), superstructure (deck, beams, bearings, asphalt, expansion joints), substructure (abutments, counterweight pit, foundations (as required), operators booth and support
- Dockwall stabilization/construction and site restoration
- Traffic Management
- Coordination with program wide construction projects and neighbouring landowners, businesses, and projects
- Monthly project reporting
- Construction Contract Administration and Site Inspection

Approvals:

- City of Toronto – Zoning
- City of Toronto – Demolition Permit
- City of Toronto – Engineering and Construction Services (ESC)
- City of Toronto – Traffic Management Plan
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Transport Canada – Navigation Protection Act
- Ports Toronto – Harbour Master Authorization
- Ports Toronto – Port Authorities Operations Regulations
- Toronto and Region Conservation Authority (TRCA) – Regulation 166/06
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- Heritage Preservation Services (HPS) – Cultural Heritage Environmental Report (CHER)

Agreements:

- Contribution Agreement with City of Toronto, Province of Ontario and the Federal Government
- Delivery Agreements with TRCA
- Master License Agreements with CreateTO
- License Agreement with Ports Toronto
- FLR (First Nations) Agreement

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$700,955	\$61,382	\$303,558	\$127,604	\$208,411
Soft Cost Contingency	\$39,785				\$39,785
Hard Costs	\$2,683,909			\$127,046	\$2,556,863
Hard Cost Contingency	\$130,279				\$130,279
HST (Non-Recoverable 1.76%)	\$62,567	\$1,042	\$5,154	\$4,565	\$51,806
Total Budget	\$3,617,495	\$62,424	\$308,712	\$259,215	\$2,987,143

Cash Flows have been developed in accordance with the program schedule.

PORT LANDS FLOOD PROTECTION
PFP04-05 Old Cherry Street Bridge Demolition – PROJECT CHARTER

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Jan 2018		IFC Design	Jun 2020	Aug 2020
30% Design	Nov 2019	Feb 2020	Construction Works	Oct 2022	Sep 2023
60% Design	Jan 2020	Apr 2020	Project Completion		Sep 2023
90% Design	Mar 2020	Jun 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect dates in the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Obtaining Required Approvals on Schedule.	Start approvals process early in the project to define requirements. Work closely with approval agencies to obtain advanced approvals where possible. Approvals and design to proceed concurrently. Team to be proactive in engaging agencies and addressing concerns to avoid delays.
Obtaining all existing condition information (i.e. condition assessments, geotechnical information, etc.) in time to complete design on schedule.	Work with internal WT team and external consultants to expedite geotechnical investigations at Existing Cherry Street Bridge abutment locations. Work with land owners, internal WT team and agencies to obtain as-built information and allow access for exploratory works.
Additional dockwall may be disturbed during construction.	Contractor must be diligent when working at the interface between the old and new dockwall.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$0.43M	2018	New	Request for Proposal - BAFO
Design and Construction Contract Administration	\$0.25M	2018	Existing	Request for Proposal - BAFO
Risk Consultant	*	2018	Existing	Service Change Order
Traffic Management Plan	*	2018	New	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Service Change Order
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2021	New	Request for Proposal
Sub-Contractor – Land Survey	*	2021	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2022	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2022	New	Request for Proposal
Sub-Contractor – Turbidity and Surface Water Quality Monitoring	*	2022	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2022	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2022	New	Request for Proposal

PORT LANDS FLOOD PROTECTION
PFP04-05 Old Cherry Street Bridge Demolition – PROJECT CHARTER

Sub-Contractor – Topographic Survey	*	2018	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2022	New	Request for Proposal
Sub-Contractor – Pre/Post Construction Condition Survey	*	2022	New	Request for Proposal
Sub-Contractor – Demolition	\$2M	2022	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou D Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-03 and PFP05-04 River Valley System & Don Greenway – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: The River Valley System and Don Greenway (Spillway & Wetland)

Project Overview and Governance:

The River Valley System and Don Greenway is designed to support conveyance of flood waters, resist scouring and erosion and provide naturalized ecological habitat to support the establishment of flora and fauna in the River Channel and adjacent wetlands.

The northern reach of the River Valley System, which extends from Commissioners Street to the Keating Channel is subject to the greatest erosive forces and has the greatest need for armouring strategies to ensure its long-term integrity. Armouring strategies to resist the forces of flood water during storm events and associated shear stresses have been designed to protect adjacent infrastructure from flood damage.

The central portion of the River Valley System provides a river channel for base flow and a connected floodplain for flood conveyance. The design for the river channel includes erosion and scour resistance as well as aquatic, emergent and riparian species that provide habitat. Wetlands situated within the floodplain provide substantial ecological habitat.

The Don Greenway is a wetland that connects the new river valley with the Ship Channel to the south. Its primary function is to provide area wetland habitat area but it will also function as a spillway that provides additional flood water conveyance capacity during 25 year frequency flood events.

All the wetlands connected to the central river channel, as well as those in the Don Greenway, will be connected through fish gates that will prevent access of destructive invasive species such as carp. The wetlands are also contained by levies which allow the water level to be actively controlled, permitting them to be filled, retain water, or be drained throughout the year without being directly governed by lake and river system water levels, thus optimizing their ecological performance.

In areas where the channel bottom is susceptible to erosion, particularly during a flood, buried grade control structures are proposed to maintain the basic channel elevation and alignment. In other areas, particularly inside the bend of the new river valley, the channel can be protected using bioengineering techniques, which will simultaneously serve as naturalized habitat areas.

Bioengineering will be focused on the outer meander bends where the force of water flow is high, and woody debris will be included to maintain pools and provide aquatic habitat.

Key project provisions are as follows:

- The construction of the new River Valley System and Greenway (Spillway & Wetland) has a target completion in October 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$535,208,562 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart appended to the Project Charter.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Create a new River Valley System and Wetland area.
- Optimize water flow and storm water infrastructure protection by stabilizing and armoring the shorelines under flood conditions.
- Enhance aquatic habitat and provide spillway for extreme weather events.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	E-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Don Forbes	Waterfront Toronto (WT)	[REDACTED]@waterfronttoronto.ca	
City Rep.	Stephen Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Alan Kearsey	Create TO	Akearsey@createto.ca	
Refer to the Program Organizational Chart for additional details.				

PORT LANDS FLOOD PROTECTION

PPF05-03 and PPF05-04 River Valley System & Don Greenway – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: Includes in-water investigations; to supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations
- Soil reuse option analysis

Design:

- Marine: Dockwall, armouring
- Civil: Excavation, slope stability, earthworks, environmental barrier design
- Ecology: Aquatic habitat compensation (Scope fulfilled by Port Lands Design Alignment Consultant)
- Architectural: Grading, trails and boardwalk, recreational access points
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construction Contract Administration and Site Inspection
- Relocating existing utilities that are in the work area
- Deep Soil Mixing of River Valley channel geometry, or other slope stabilization methodology
- Dewatering and treatment of groundwater.
- Excavation of soil
- Treatment of soil for re-use
- Confinement berms and structures to manage surface water during construction
- Dockwall construction
- Armouring
- Aquatic habitat features
- Monthly project reporting

Pilot Testing:

- Soil Treatment (Bench-Scale and Pilot Testing)
- Bench scale treatability studies for stabilization

Approvals:

- Ministry of the Environment (MECP) – Community Based Risk Assessment (CBRA) acknowledgement
- MECP – Record of Site Condition for Parklands Acknowledgement (applies to parks not river valley)
- Ministry of Natural Resources and Forestry (MNRF) - Lakes and Rivers Improvement Act Permit (Keating and Don River, not new river)
- TRCA – Shoreline Development Approval – Regulation 166/06
- MECP – Permit to Take Water (PTTW)
- MNRF – Species at Risk requirements
- Environment Canada – Migratory Bird Conservation Act Requirements
- Ports Toronto – Harbour Master Authorization
- Navigation Protection Act (Transport Canada)
- City of Toronto – Zoning

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario, Federal Government

PORT LANDS FLOOD PROTECTION
PFP05-03 and PFP05-04 River Valley System & Don Greenway – PROJECT CHARTER

- Delivery Agreements with TRCA
- Master License Agreement with CreateTO
- Access/Acquisition of water lot (with Ports Toronto)
- FLR (First Nations) Agreement

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$76,010,785	\$3,807,168	\$20,539,997	\$20,838,614	\$30,825,006
Soft Cost Contingency	\$4,314,209				\$4,314,209
Hard Costs	\$369,023,088	\$13,510,324	\$62,495,886	\$96,096,929	\$196,919,949
Hard Cost Contingency	\$76,603,729				\$76,603,729
HST (Non-Recoverable 1.76%)	\$9,256,751	\$361,596	\$1,737,562	\$2,433,690	\$4,723,904
Total Budget	\$535,208,562	\$17,679,088	\$84,773,445	\$119,369,232	\$313,386,797
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY

Milestone (Start and Finish)	Start Date	Completion Date	Milestone (Start and Finish)	Start Date	Completion Date
Project Start	Jul 2017	Jul 2017	IFC Design	Apr 2020	Jul 2020
30% Design	Jul 2017	May 2018	Construction Works	Jul 2020	Oct 2022
60% Design	Jun 2018	Nov 2019	Project Completion	Oct 2023	Oct 2023
90% Design	Dec 2019	Apr 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION

Key Risks to be Managed:	Mitigation Strategy:
Aggressive design and approvals schedule poses risks to schedule and quality objectives.	Coordinated design meetings. Collaboration between design team and regulator.
Delays to Water lot acquisition.	Advance discussions with Ports Toronto as early as possible and escalate to Senior Management as needed. Consider executing a license for access during construction.
Complications in evacuating vessels that are currently using the waterways.	Engage with Ports Toronto and CreateTO on this matter early and start the notification process as soon as Delivery/Contribution Agreements are executed.
Water flow restrictions necessitating changes in design.	Advance water's edge profile design and finalize model and verification by TRCA early.
Migration of contaminants into river valley.	Groundwater modeling and NAPL mobility study is being conducted to determine potential for migration, if required a sorptive barrier will be installed above DSM layer.
Presence of geotechnically unsuitable substrate.	Assess requirement to remove compressible peat layers and flowing sands to ensure structural integrity of finished river valley.

PORT LANDS FLOOD PROTECTION

PFP05-03 and PFP05-04 River Valley System & Don Greenway – PROJECT CHARTER

Requirement to continuously dewater to construct a dry work area to place finished and plantings.	Undertake groundwater modeling and other hydrogeological studies to assess groundwater movement through fractured bedrock surface and design barriers to limit water influx.
Additional costs due to Permit conditions regarding fish habitat compensation.	Work closely with Aquatic Habitat Toronto (AHT) and Department and Fisheries and Oceans (DFO) early in the project to define requirements and opportunities.
Deep Soil Mixing: additional costs for alternative conditions.	Conduct bench study to collect as much information as possible before conducting work. Additional geophysical surveys to detect additional subsurface obstacles that may impede progress can be conducted following site preparation.
Substantial Failure to Establish Plantings: Risk of delaying the new river opening if the spring planting season is missed.	Plan to procure materials in advance, sequence simultaneous activities and procurement process.
Additional Soil Management due to New Contaminants: PCB's explosives, fire suppressants and hazardous lead.	Undertake investigations to confirm presence of contaminants prior to construction and develop mitigation strategies as appropriate.
Comments:	

7. PROCUREMENT

Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Manager	\$32.4M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration and Site Inspection Geotechnical Services Geo-Environmental Services Cost Estimating	\$46.75M	2018	Existing	Negotiations
Risk Management	*	2017	Existing	Negotiations
Sub-Contractor – Topographical Surveying	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Dust Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Site Preparation and Demolition	\$3.3M	2018	New	Request for Proposal
Sub-Contractor – Laboratory & Testing	*	2018	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2018	New	Request for Proposal
Sub-Contractor – Soil Mixing	\$111M	2018	New	Request for Proposal
Sub-Contractor – Excavation & Soil Management	\$115M	2019	New	Request for Proposal
Sub-Contractor – Dewatering	*	2018	New	Request for Proposal
Sub-Contractor – Water Treatment	\$19.3M	2018	New	Request for Proposal
Sub-Contractor – Turbidity Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – River Planting Soil Supply	\$1.5M	2019	New	Request for Proposal
Sub-Contractor – River Planting Soil Installation	\$1.0M	2019	New	Request for Proposal
Sub-Contractor – River Valley Sheet Piling & Dock Wall	\$3.2M	2019	New	Request for Proposal
Sub-Contractor – River Valley Landscaping	\$25.2M	2019	New	Request for Proposal
Sub-Contractor – Pedestrian Bridge	\$5.7M	2019	New	Request for Proposal

**PORT LANDS FLOOD PROTECTION
PFP05-03 and PFP05-04 River Valley System & Don Greenway – PROJECT CHARTER**

* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.

Comments:

1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget.
2. Construction will be undertaken by sub-contractors to the Construction Manager

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-05 Keating Channel Modifications - PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Keating Channel Modifications

Project Overview and Governance:

The Keating Channel is located to the North of the Lower Don Lands, bounded to the North by the existing Gardiner Expressway and to the South by Villiers Street. It is presently the final reach of the Lower Don River before its transition to the Toronto inner harbour.

Backwater from Lake Ontario water levels and associated low flow velocities under most flow conditions result in sedimentation and debris accumulation within this channel and in the lower Don River reach in general. This area is periodically dredged to maintain hydraulic capacity and navigable depths.

The proposed addition of the flow control weir system will reduce the flow from the Don River into the Keating Channel, therefore design solutions will be required to ensure that the Keating Channel does not become stagnant. Other changes include the addition of stone habitat structures along the edges of the Keating Channel. The structure that currently protrudes into the Keating Channel will be removed to increase water flow during flood events.

Key project provisions are as follows:

- The construction of the new Keating Channel has a target completion in November 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project duration. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto (City).
- WT will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$27,455,002 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Allow for the adequate conveyance of flood waters through the Keating Channel
- Maintain structural integrity of dockwalls impacted by construction
- Enhance aquatic habitat

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	

Refer to the Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

PORT LANDS FLOOD PROTECTION PFP05-05 Keating Channel Modifications - PROJECT CHARTER

Exploratory Works:

- Geotechnical, Hydrogeological and Environmental investigation
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Hydrological: Adequate conveyance through the Keating Channel
- Structural: New dockwall and protection of existing
- Ecological: Improved aquatic habitat
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Construction Contract Administration and Site Inspection
- Dockwall removal
- Dredging
- Dockwall construction
- Localized dockwall modifications
- Navigational and other marine furniture (beacons, and safety stations)
- Aquatic habitat features
- Monthly project reporting

Approvals:

- City of Toronto – Zoning
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act
- MNRF – Public Lands Act
- Port Authorities Operations Regulations (to be confirmed)
- City of Toronto – Engineering and Construction Services (ESC) approval of design
- Transport Canada – Navigation Protection Act
- Ports Toronto – Harbour Master Authorization
- Toronto and Region Conservation Authority – Regulation 166/06

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Governments
- Delivery Agreement with TRCA
- Master License Agreements with Create TO
- License Agreement with Ports Toronto (for water lots)
- FLR (First Nations) Agreement

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$5,171,787	\$260,069	\$1,396,156	\$1,405,353	\$2,110,209
Soft Cost Contingency	\$293,539	-	-	-	\$293,539
Hard Costs	\$20,393,321	-	-	\$1,947,709	\$18,445,612
Hard Cost Contingency	\$1,121,505	-	-	-	\$1,121,505
HST (Non-Recoverable 1.76%)	\$474,850	\$6,215	\$33,367	\$67,133	\$368,135
Total Budget	\$27,455,002	\$266,284	\$1,429,523	\$3,420,195	\$22,339,000
Cash Flows have been developed in accordance with the program schedule.					

PORT LANDS FLOOD PROTECTION
PFP05-05 Keating Channel Modifications - PROJECT CHARTER

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	April 2020	July 2020
30% Design	Dec 2017	May 2018	Construction Works	Mar 2023	Nov 2023
60% Design	Oct 2019	Jan 2020	Project Completion		Nov 2023
90% Design	Jan 2020	Mar 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delays to Waterlot access and navigation coordination.	Start discussion with Transport Canada and Ports Toronto as early as possible and escalate to Senior Management as needed.
Complications in evacuating vessels that are currently using the channel.	Engage with Ports Toronto and CreateTO on this matter early and start the notification process as soon as possible.
Water flow restrictions necessitating changes in design.	Advance water's edge profile design, and finalize model and verification by TRCA early.
Cost variances due to surplus of anticipated required dredging.	Include additional conditions in construction contract for baseline and ongoing bathymetric surveying.
Delays and additional costs due to Permit conditions regarding fish habitat compensation.	Ensure habitat design brings respective components above the mudline. Work closely with AHT and DFO early in the project to define requirements and opportunities.
Delays in securing Transport Canada Permit.	Work closely with Transport Canada early in the project to define requirements and opportunities.
Inadequate Flow conveyance in Keating Channel.	Close coordination with other projects to ensure changes do not increase the flow in Keating Channel given it is already at a maximum.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$3.3M	2018	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Cost Estimating	\$1.1M	2018	Existing	Negotiations
Risk Consultant	*	2017	Existing	Service Change Order
Geotechnical Investigation	*	2018	Existing	Service Change Order
Geo-Environmental Services	*	2017	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal

**PORT LANDS FLOOD PROTECTION
PFP05-05 Keating Channel Modifications - PROJECT CHARTER**

Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Turbidity and Surface Water Quality Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2019	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2019	New	Request for Proposal
Sub-Contractor – Topographic Survey	*	2019	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Pre/Post Construction Condition Survey	*	2019	New	Request for Proposal
Construction Sub-Contractor	\$17.1M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-06 Polson Slip North Side Naturalization – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Polson Slip North Side Naturalization

Project Overview and Governance:

The re-naturalized Polson slip is part of the River Valley system and landscape treatment combine to address the need for armouring strategies to resist the forces of flood water during storm events. Consideration has also been given to the integration of these armouring strategies with control structures along the river, as well as with elements of the public realm, such as pedestrian paths. Shear stresses imposed by flood waters on the river channel and banks were calculated for a range of flooding scenarios and their accompanying water flows. Based on those stresses and considering the need to protect adjacent infrastructure from flood damage, the naturalized channel has been designed with armouring for the river bed and adjacent slopes where necessary to prevent erosion. In areas where the stress of flood water is greatest, as well as in the ice management area and areas where the public may access the water, hard armouring is proposed to protect the channel and the banks from erosion.

In areas where the channel bottom is susceptible to erosion, particularly during a flood, buried grade control structures are included to maintain the basic channel elevation and alignment. In other areas, particularly inside the bend of the new river valley, the channel can be protected using bioengineering techniques, which will simultaneously serve as naturalized habitat areas. Large wood treatments will be focused on the outer bends, or strategic habitat points where the force of water flow is high, to maintain pools and provide fish habitat.

Key project provisions are as follows:

- The construction of the Polson Slip North Side Naturalization has a target completion of September 2022.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$49,237,711 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Create new River Valley System and Wetland area.
- Optimize water flow and storm water infrastructure protection by stabilizing and armoring the shorelines under flood conditions.
- Enhance aquatic habitat and provide spillway for extreme weather events.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED] @toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	

Refer to attached Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractors

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)

PORT LANDS FLOOD PROTECTION

PFP05-06 Polson Slip North Side Naturalization – PROJECT CHARTER

- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical, Hydrogeological and Environmental investigation
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations
- Soil Reuse option analysis
- Soil Treatment (Bench-Scale and Pilot Testing)
- Bench scale treatability studies for stabilization

Design:

- Hydrological: Adequate conveyance through the River Valley
- Structural: New dockwall and revetment design
- Ecological: Improved aquatic habitat
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Ensure design meets PLFP flood protection requirements
- Monthly project reporting

Construction:

- Relocating existing utilities that are in the work area
- Deep Soil Mixing of River Valley channel geometry, or other slope stabilization methodology
- Dewatering and treatment of groundwater
- Excavation of soil
- Treatment of soil for re-use
- Confinement berms and structures to manage surface water during construction
- Dockwall demolition
- Revetment construction
- Dockwall construction
- Concrete wall construction
- Aquatic habitat features
- Navigational and other marine furniture (beacons, and safety stations)
- Construction Contract Administration and Site Inspection
- Grading, trails and boardwalk, recreational access points
- Monthly project reporting

Approvals:

- City of Toronto - Zoning
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Navigation Protection Act (Transport Canada)
- Harbour Master Authorization (Ports Toronto)
- Port Authorities Operations Regulations (Ports Toronto)
- Shoreline Development Approval Regulation 166/06 (Toronto and Region Conservation Authority)
- City of Toronto Engineering and Construction Services (ESC)
- Toronto Hydro-Electric System Limited (THESL) Street Lighting
- Permit to Take Water (Ministry of Environment, Conservation and Parks)
- Lakes and Rivers Improvement Act, Public Lands Act (Ministry of Natural Resources and Forestry)
- Ministry of the Environment (MECP) - Community Based Risk Assessment (CBRA) acknowledgement

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreement with TRCA
- Master License Agreements with Create TO
- License Agreement with Ports Toronto
- FLR (First Nations) Agreement

PORT LANDS FLOOD PROTECTION
PFP05-06 Polson Slip North Side Naturalization – PROJECT CHARTER

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$9,627,338	\$483,902	\$2,599,255	\$2,618,742	\$3,925,439
Soft Cost Contingency	\$546,427	-	-	-	\$546,427
Hard Costs	\$33,059,270	-	\$4,261,332	\$11,924,560	\$16,873,378
Hard Cost Contingency	\$5,153,080	-	-	-	\$5,153,080
HST (Non-Recoverable 1.76%)	\$851,596	\$8,705	\$134,204	\$291,813	\$416,874
Total Budget	\$49,237,711	492,607	\$6,994,791	\$14,835,115	\$26,915,198
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Nov 2018	July 2020
30% Design	Dec 2017	May 2018	Construction Works	Apr 2020	Sep 2022
60% Design	July 2018	Oct 2019	Project Completion		Sep 2021
90% Design	Oct 2018	Mar 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. Design for the different components of the work will be completed and procured in stages to allow for the work to proceed in stages. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Delays to securing Water lot access.	Start discussion with Ports Toronto as early as possible and escalate to Senior Management as needed. Consider executing a license for access during construction.
Complications in evacuating vessels that are currently using the slip.	Engage with Ports Toronto and CreateTO on this matter early and start the notification process as soon as possible.
Potential presence of soft sediments causing excessive settlement of the revetment.	Expedite the procurement and implementation of in-water (lakebed) geotechnical exploration. Account for settlement during tendering.
Delays and cost escalation due to River Valley construction method selection.	The bench study is helping mitigate the risk by collecting as much information as possible.
Polson Slip Dockwall – delays and cost escalation due to Lafarge requirements.	Engage with Lafarge early and continue to closely coordinate with them, Ports Toronto, and Create Toronto to ensure timely alignment.
Optimizing sub-grade excavation and backfill at Polson Slip.	Opportunity to optimize the cut-fill balances and slope stabilization techniques (there may be an opportunity to include sheet pile, etc.) Opportunity to reduce the extent of the 2:1 slope.
Substantial Failure to establish plantings.	Given the large quantity of plants and planting soil that is atypical of most GTA projects, the team is thinking of ways to procure materials in advance in order to avoid issues of material shortages or unavailability. The team is also considering how best to sequence simultaneous activities and the timing of when to initiate the RFP process with Construction Manager. There is also a possibility to do more robust planting in one area.
Presence of geotechnically unsuitable substrate.	Assess requirement to remove compressible peat layers and flowing sands to ensure structural integrity of finished river valley.

PORT LANDS FLOOD PROTECTION
PFP05-06 Polson Slip North Side Naturalization – PROJECT CHARTER

Deep Soil Mixing: additional costs for alternative conditions.	Conduct bench study to collect as much information as possible before conducting work. Additional geophysical surveys to detect additional subsurface obstacles that may impede progress can be conducted following site preparation.
Soil Management due to New Contaminants: PCB's explosives, fire suppressants and hazardous lead.	Develop mitigation strategy.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$5.5M	2017	New	Request for Proposal - BAFO
Design, Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$8.1M	2018	Existing	Negotiations
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Sub-Contractor – Subsurface utility Engineering (SUE) - Daylighting	*	2020	New	Request for Proposal
Sub-Contractor – Land Survey	*	2020	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2020	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2020	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2020	New	Request for Proposal
Sub-Contractor – Sheet Piling and Dockwalls	\$5.1M	2019	New	Request for Proposal
Sub-Contractor – Earthworks, soil management	\$12.7M	2019	New	Request for Proposal
Sub-Contractor – Site Prep	\$0.1M	2019	New	Request for Proposal
Sub-Contractor – Planting soil supply	\$0.3M	2020	New	Request for Proposal
Sub-Contractor – Planting soil installation	\$0.2M	2021	New	Request for Proposal
Sub-Contractor – Landscaping and finishes	\$6.6M	2021	New	Request for Proposal
Sub-Contractor – Parks furniture	\$0.07M	2021	New	Request for Proposal
Sub-Contractor – Parks lighting	\$0.008M	2021	New	Request for Proposal
Sub-Contractor - Demolition	\$0.8M	2021	New	Request for Proposal
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.				
Comments:				
1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget.				
2. Construction will be undertaken by Sub-contractors to the Construction Manager.				

**PORT LANDS FLOOD PROTECTION
PFP05-06 Polson Slip North Side Naturalization – PROJECT CHARTER**

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-07 Don Roadway Valley Wall Feature – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Don Roadway Valley Wall Feature

Project Overview and Governance:

A valley wall feature, which is a geographic feature created through fill placement and grading that is stable from its toe to the top of bank, is required to form the perimeter of the flood zone along the Don Roadway and to eliminate the risk of flooding for lands east of the project area.

Key project provisions are as follows:

- The construction of the Don Roadway Valley Wall Feature has a target completion in Dec 2022.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- Waterfront Toronto (WT) will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement, and construction covered in this Project Charter, for which an overall budget of \$21,376,567 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Fill placement and grading along the perimeter of the flood zone along Don Roadway.
- Stabilize fill along the new River Valley System.
- Mitigate risk of flooding to lands east of Don Roadway.
- Enhance aquatic habitat and provide ice shelf for extreme weather events.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	E-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Don Forbes	Waterfront Toronto (WT)	[REDACTED]@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Refer to Program Organization Chart for additional details.				

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Designer(s)/ Exploratory/ Consultancy (to deliver Design, Exploratory, and Consultancy scope below)
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: Includes in-water investigations; to supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations
- Soil reuse options

Design:

- Civil: Excavation, slope stability, earthworks, environmental barrier design, Soil management

PORT LANDS FLOOD PROTECTION PFP05-07 Don Roadway Valley Wall Feature – PROJECT CHARTER

- Architectural: Allowance for grading, and Landscaping
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Geotechnical ground improvement
- Earthworks and grading
- Confinement berms and structures
- Dockwall construction
- Armouring
- Navigational and other marine furniture (beacons, and safety stations)
- Aquatic habitat features (within the dockwall and armour construction zones)
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority – Regulation 166/06
- Ministry of the Environment Conservation and Parks (MECP) – Community Based Risk Assessment (CBRA) acknowledgement
- Ministry of the Environment Conservation and Parks (MECP) – Record of Site Condition for Parklands Acknowledgement
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act Permit
- Ministry of the Environment Conservation and Parks (MECP) – Permit to Take Water (PTTW)

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreements with TRCA
- Master License Agreement with CreateTO
- Access/ Acquisition of water lots (with Ports Toronto)

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$5,566,293	\$275,650	\$1,508,405	\$1,564,347	\$2,217,890
Soft Cost Contingency	\$315,931				\$315,931
Hard Costs	\$14,282,688	\$409,620		\$3,918,756	\$9,954,313
Hard Cost Contingency	\$841,935				\$841,935
HST (Non-Recoverable 1.76%)	\$369,720	\$12,662	\$26,760	\$102,099	\$228,199
Total Budget	\$21,376,567	\$697,931	\$1,535,166	\$5,585,202	\$13,558,269

Cash Flows have been developed in accordance with the program schedule.

5. SCHEDULE SUMMARY

Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Feb 2018		IFC Design	Apr 2020	Jul 2020
30% Design	Mar 2018	May 2018	Project Construction	Aug 2019	Dec 2022
60% Design	Aug 2019	Dec 2019	Project Completion		Dec 2022
90% Design	Dec 2019	Apr 2020			

Schedule Constraints and Assumptions:

Procurements timelines will conform to the above construction and completion milestones.
The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 the Program Baseline Schedule.

PORT LANDS FLOOD PROTECTION
PFP05-07 Don Roadway Valley Wall Feature – PROJECT CHARTER

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Aggressive design and approvals schedule pose risks to schedule and quality objectives.	Coordinated design meetings. Collaboration between design team and regulator.
Availability of fill (including berm material).	Start exploring suitable fill sources. Advertise availability of area to receive fill to other agencies.
Potential presence of soft sediments in the area before filling.	Expedite the procurement and implementation of in-water (lakebed) geotechnical exploration.
Soil conditions require extensive ground improvement to support flood protection landform.	Coordinate site-wide ground improvement work as needed to support program.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$2.4M	2017	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$2.0M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Dust Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Turbidity Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Laboratory & Testing	*	2018	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting	*	2018	New	Request for Proposal
Sub-Contractors – Site Preparation Excavation & Soil Management	\$1.8M	2019	New	Request for Proposal
Sub-Contractor – Flood Protection Earth Work	\$1.9M	2020	New	Request for Proposal
Sub-Contractor – Sheet Piling and Dock Walls	\$5.2M	2019	New	Request for Proposal
Sub-Contractor – River Planting Soil Supply	\$0.2M	2019	New	Request for Proposal
Sub-Contractor – River Planting Soil Installation	\$0.2M	2019	New	Request for Proposal
Sub-Contractor – Flood Protection Earthworks	\$1.9M	2020	New	Request for Proposal
Sub-Contractor – Landscaping and Finishes	\$1.7M	2020	New	Request for Proposal
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.				
Comments: <ul style="list-style-type: none"> The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. Construction will be undertaken by sub-contractors to the Construction Manager 				

PORT LANDS FLOOD PROTECTION
PFP05-07 Don Roadway Valley Wall Feature – PROJECT CHARTER

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-08 Eastern Avenue Flood Protection – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Eastern Avenue Flood Protection

Project Overview and Governance:

The Eastern Avenue Underpass below the CN Rail Line is a low-lying area to the north-east of the Port Lands Flood Protection Project boundary that is subject to flooding during a regulatory event and also acts as a conduit for the overland flow of flood waters overtopping the banks of the Don River during a Regulatory Flood. In order to achieve the Project specified flood protection goals, grade modifications, utility modifications and flood proofing structures such as retaining walls are required to be implemented surrounding the Eastern Avenue underpass to mitigate against the overland flow of floodwaters from the Don River. The Eastern Avenue Flood Protection Project is a stand-alone project, however is a critical component to ensure flood protection to the overall project area is achieved, without this solution in place flood waters are conveyed through the underpass and travel east and south, negating the mitigating effects of the new Don River mouth and flood protection infrastructure, should the Broadway-Eastern Flood Protection Landform be implemented this feature will become redundant and will be removed from project scope.

Key project details are as follows:

- The design development and implementation of all required flood mitigation features along the Eastern Avenue CN Rail underpass has a target date of June 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project duration. The ESC comprises project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement, and construction scope covered in this Project Charter for which an overall budget of \$4,364,216 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Raising grade in the area of the Eastern Avenue CN Rail underpass to mitigate against overland flow of flood waters from the Don River to achieve overall Project flood protection goals.
- Modification of existing storm water infrastructure to protect against backflow by installing backflow prevention measures.
- Protection of critical utilities and services such as the existing low-level interceptor (LLI) under Eastern Avenue; and
- Enhancement of the storm water management capacity of existing and new infrastructure.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronto.ca	
Project Director	Don Forbes	Waterfront Toronto (WT)	[REDACTED]@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	John Minor	City of Toronto Engineering and Construction Services	[REDACTED]@toronto.ca	

Refer to the Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Designer(s)/ Exploratory/ Consultancy (to deliver Design, Exploratory, and Consultancy scope below)
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)

PORT LANDS FLOOD PROTECTION

PFP05-08 Eastern Avenue Flood Protection – PROJECT CHARTER

- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Flood Modelling and water conveyance studies
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Civil: Develop flood proofing solutions including, grading plans and profiles and tie in with existing intersections and driveways, structural flood proofing mitigations (retaining walls, impermeable structural barriers) required along the Right of Way and utility modifications and support in consideration of impacts from grade modifications and flood mitigation requirements.
- Secure City acceptance of designs and TRCA flood proofing
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Utility relocations and/or modifications including flood mitigation measures and structural supports where required to facilitate road and servicing construction
- Raising grade across the affected portion of Eastern avenue to achieve flood protection goals;
- Road base and surface construction including curbs and gutters and sidewalks and streetscape
- Construction of flood mitigation structures (berms, retaining walls)
- Maintain communication with the public
- Manage traffic control through the work area
- Construction Contract Administration and Site Inspection
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority – Regulation 166/06
- Ministry of the Environment Conservation and Parks (MECP) – Environmental Activity and Sector Registry (EASR)
- Construction Dewatering Permit
- City of Toronto – water discharge agreement
- City of Toronto – design approvals including utilities
- City of Toronto – Road Occupancy Permit
- MECP – Environmental Compliance Approval (ECA) for Sewer diversion/modifications

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Master License Agreements with Create TO
- Delivery Agreements with TRCA

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$788,163	\$39,421	\$213,056	\$216,752	\$318,934
Soft Cost Contingency	\$44,734	-	-	-	\$44,734
Hard Costs	\$3,296,222	-	-	\$245,602	\$3,050,620
Hard Cost Contingency	\$159,614	-	-	-	\$159,614
HST (Non-Recoverable 1.76%)	\$75,483	\$790	\$4,271	\$8,792	\$61,628
Total Budget	\$4,364,216	\$40,212	\$217,327	\$471,146	\$3,635,530
Cash Flows have been developed in accordance with the program schedule.					

PORT LANDS FLOOD PROTECTION PFP05-08 Eastern Avenue Flood Protection – PROJECT CHARTER

5. SCHEDULE SUMMARY

Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Jun 2019		IFC Design	Apr 2020	Jul 2020
30 % Design	Jul 2019	Oct 2019	Construction	Apr 2023	Jun 2023
60% Design	Oct 2019	Jan 2020	Project Completion		Jun 2023
90% Design	Jan 2020	Apr 2020			

Schedule Constraints and Assumptions:

Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.

6. RISK IDENTIFICATION

Key Risks to be Managed:	Mitigation Strategy:
Delays due to designs not meeting flood modelling requirements.	Early coordination with TRCA to review flood conveyance parameters in the model so that designs achieve goal of flood protection.
Existing soils condition: Raising grade may result in consolidation of existing soils and differential settlement of existing utilities.	Expedite procurement and implementation of Geotechnical investigation in advance of design development. Geotechnical consultant to recommend strategies to minimize the potential of settlement existing utilities and incorporate recommendations into designs.
Availability of fill.	Start exploring suitable fill sources. Advertise availability of area to receive fill to other agencies.
Delays due to City permit requirements and sign off.	Work closely with the City to ensure design submissions are reviewed and comments incorporated into future design submissions.

Comments:

7. PROCUREMENT

Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Project Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$0.5M	2018	New	Request for Proposal - BAFO
Design – Eastern Avenue Grading Feasibility Study (Lead Engineer)	\$0.1M	2018	New	Request for Proposal
Design and Construction Contract Administration (Lead Engineer)	\$0.3M	2019	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Negotiations
Geo-Environmental Services		2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Port Lands Design Alignment (MVVA)	*	2018	Existing	Request for Proposal
Partner Agencies (TRCA)	*	2018	Existing	Negotiations
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2023	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2023	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2023	New	Request for Proposal

PORT LANDS FLOOD PROTECTION
PFP05-08 Eastern Avenue Flood Protection – PROJECT CHARTER

Sub-Contractor – Road construction and utility modifications and flood mitigation measures	\$2.5M	2023	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-09 East Harbour Flood Protection Landform – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: East Harbour Flood Protection Landform

Project Overview and Governance:

A flood protection landform will be located on the east bank of the Don River between the Metrolinx Rail Bridge over the Don Valley Parkway and the Keating Yard on the First Gulf/Unilever site to permanently eliminate the risk of flooding to the east of the Don River, including the First Gulf/Unilever site. The scope of the Project is limited to constructing only what is needed to ensure complete flood protection for the identified flood zone, without any gaps, and that does not require removing the existing structures on that site. If the redevelopment of the site proceeds on the timeline currently anticipated by the site's owners, alternative configurations of the flood protection landform may become possible; this would require coordinated effort during a future site planning and approval process. At this point in time the owners of the site are undertaking the design and construction of this flood protection feature, however, coordination of design activities will be necessary with the Waterfront Toronto (WT) design teams.

Key project details are as follows:

- Landform is created involving site grading/create berm
- Construction is planned between 2021 and 2022
- Total budget is \$896,361 to address Waterfront Toronto's soft cost budget

Key project provisions are as follows:

- The construction of the East Harbour Flood Protection Landform has a target completion in July 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be allocating soft costs to support the project, for which an overall budget of \$896,361 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Land form creation.
- Water flow and storm water infrastructure changes that enhance the protection from flood conditions.
- Allow for future development of the First Gulf/Unilever site.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Don Forbes	Waterfront Toronto (WT)	[REDACTED]@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	

Refer to Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- No procurement is planned

Project Support:

- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- None planned

PORT LANDS FLOOD PROTECTION

PFP05-09 East Harbour Flood Protection Landform – PROJECT CHARTER

Design: <ul style="list-style-type: none"> To be undertaken by Landowner Civil: Utilities relocation Architectural: Grading, landscaping Monthly project reporting
Construction: <ul style="list-style-type: none"> To be undertaken by Landowner Earthworks and grading Confinement berms and structures Monthly project reporting
Approvals: <ul style="list-style-type: none"> To be determined
Agreements: <ul style="list-style-type: none"> Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government Delivery Agreements with TRCA

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$833,547	\$41,508	\$225,572	\$231,460	\$335,007
Soft Cost Contingency	\$47,310				\$47,310
Hard Costs					
Hard Cost Contingency					
HST (Non-Recoverable 1.76%)	\$15,504	\$731	\$3,970	\$4,074	\$6,729
Total Budget	\$896,361	\$42,239	\$229,542	\$235,534	\$389,047
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	May 2019	May 2019	IFC Design	Apr 2020	Jul 2020
Concept Design	May 2019	Jul 2019	Construction Works	Aug 2020	Jul 2023
30% Design	Jul 2019	Oct 2019	Project Completion	Jul 2023	Jul 2023
60% Design	Oct 2019	Jan 2020			
90% Design	Jan 2020	Apr 2020			
Schedule Constraints and Assumptions: The above schedule would be valid if Waterfront Toronto was required to undertake the work. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Comments: To be determined by Landowners	

**PORT LANDS FLOOD PROTECTION
PFP05-09 East Harbour Flood Protection Landform – PROJECT CHARTER**

7. PROCUREMENT

Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal
Construction Management	*	2018	Existing	Request for Proposal
Design and Construction Contract Administration Geo-Environmental Services Cost Estimating	\$0.8M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Request for Proposal
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Partner Agencies (TRCA)	*	2018	Existing	Negotiations
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.				
Comments: <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager 				

APPROVALS

Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION PFP05-10 Flow Control Weirs – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Flow Control Weirs

Project Overview and Governance:

The weir system, which will control the water flow split between the Keating Channel and the naturalized mouth of the Don River, is a critical part of the Port Lands Flood Protection (PLFP) program and will have significant impact on the flood conveyance of the river system, as well as the ecological systems in the naturalized channel.

The weirs will be constructed in the vicinity of the Lake Shore Bridge, where the Don River Mouth currently meets the Keating Channel. The Weirs will direct the flow of the river towards the new river, using the Keating Channel during storm floods, ensuring both channels have adequate flow to promote aquatic habitat.

The adaptive weir system near the Lake Shore Bridge is a mixed fixed/adjustable weir system that will allow for control of the water flow split between the naturalized channel and the Keating Channel.

Key project provisions are as follows:

- The construction of the new Flow Control Weirs has a target completion in December 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$21,781,931 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Direct base flows primarily into the naturalized river valley to maximize ecological function.
- Provide a system that can utilize the flood conveyance in the Keating Channel during storm events.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	<div></div> @toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	<div></div>	
Refer to the Program Organization Chart for additional details.				

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

PORT LANDS FLOOD PROTECTION PFP05-10 Flow Control Weirs – PROJECT CHARTER

Exploratory Works:

- Geotechnical investigation
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Hydrological: Adequate conveyance through the River Valley and Keating Channel
- Structural: Breakaway connections to dockwall
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Ensure design meets PLFP flood protection requirements
- Monthly project reporting

Construction

- Temporary cofferdam
- Weir construction
- Navigational and other marine furniture (beacons, and safety stations)
- Construction Contract Administration and Site Inspection
- Monthly project reporting

Approvals:

- City of Toronto – Zoning
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act
- Ministry of Natural Resources and Forestry (MNRF) – Public Lands Act
- Port Authorities Operations Regulations (to be confirmed)
- City of Toronto – Engineering and Construction Services (ESC)
- Transport Canada – Navigation Protection Act
- Ports Toronto – Harbour Master Authorization
- Toronto and Region Conservation Authority – Regulation 166/06
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Governments
- Delivery Agreement with TRCA
- Master License Agreements with Create TO
- License Agreement with Ports Toronto (for water lots)
- FLR (First Nations) Agreement

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$5,650,995	\$284,012	\$1,525,730	\$1,537,448	\$2,303,805
Soft Cost Contingency	\$320,738	-	-	-	\$320,738
Hard Costs	\$14,385,877	-	-	\$1,784,028	\$12,601,849
Hard Cost Contingency	\$1,047,590	-	-	-	\$1,047,590
HST (Non-Recoverable 1.76%)	\$376,731	\$5,766	\$30,978	\$63,706	\$276,281
Total Budget	\$21,781,931	\$289,778	\$1,556,708	\$3,385,182	\$16,550,263

Cash Flows have been developed in accordance with the program schedule.

PORT LANDS FLOOD PROTECTION PFP05-10 Flow Control Weirs – PROJECT CHARTER

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Apr 2020	Jul 2020
30% Design	Dec 2017	May 2018	Construction Works	Jul 2022	Dec 2023
60% Design	Oct 2019	Jan 2020	Project Completion		Dec 2023
90% Design	Jan 2020	Mar 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Cost escalation due to weir design and construction costs.	Perform flow modeling to determine minimum requirement to meet objectives.
Delays to Waterlot access and navigation coordination.	Start discussion with Transport Canada and Ports Toronto as early as possible and escalate to Senior Management as needed.
Delays and additional costs due to Permit conditions regarding fish habitat compensation.	Work closely with AHT and DFO early in the project to define requirements and opportunities.
Transport Canada Permit – impacting current access to water.	Work closely with Transport Canada early in the project to define requirements and opportunities.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$2.3M	2018	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Engineer)	\$1.5M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Request for Proposal
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Turbidity and Surface Water Quality Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2019	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2019	New	Request for Proposal

**PORT LANDS FLOOD PROTECTION
PFP05-10 Flow Control Weirs – PROJECT CHARTER**

Sub-Contractor – Topographic Survey	*	2019	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Pre/Post Construction Condition Survey	*	2019	New	Request for Proposal
Construction Sub-Contractor	\$10.8M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-11 Sediment and Debris Management Area – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Sediment and Debris Management Area

Project Overview and Governance:

The proposed Sediment and Debris Management Area (SDMA) is to be located north of Lake Shore Bridge. To enable flood protection in this area, the river must be widened and deepened north of Lake Shore to be able to pass under a lengthened Lake Shore crossing of the Don River. Once the river is widened and deepened, sediment will naturally begin to deposit north of Lake Shore. Thus, dredging operations will be required north of Lake Shore to maintain those new conditions. Consideration of periodic secondary dredging in the Keating Channel and east of the fixed weir, south of Lake Shore is also considered.

Key project provisions are as follows:

- The construction of the new Sediment and Debris Management Area has a target completion in July 2022.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of \$59,033,624 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Regular sediment and debris removal to maintain safe navigation and flood protection.
- Develop solutions that do not have high operation costs.
- Develop solutions without complex operational requirements with features that can be implemented quickly following a storm event and features that facilitate effective management by Ports Toronto, TRCA or the City.
- Design a solution that will enable diversion of the coarser fraction of sediment for beneficial reuse and/or resale.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Simon Karam	Waterfront Toronto (WT)	Skaram@waterfronttoronto.ca	
City Rep.	Steve McKenna	City of Toronto (CoT)	<div></div> @toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	<div></div>	
Refer to the Program Organization Chart for additional details.				

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

PORT LANDS FLOOD PROTECTION

PFP05-11 Sediment and Debris Management Area – PROJECT CHARTER

Exploratory Works:

- Geotechnical investigation
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Structural: New dockwall and protection of existing
- Sediment and debris management optimization (including equipment sourcing, sediment sorting, possible dewatering, transportation and beneficial reuse)
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Ensure design meets PLFP flood protection requirements
- Monthly project reporting

Construction:

- Dockwall demolition
- Dredging
- Dockwall construction
- Slipway and boat ramp construction
- Localised dockwall modifications
- Navigational and other marine furniture (beacons, and safety stations)
- Fencing
- Construction Contract Administration and Site Inspection
- Monthly project Reporting

Approvals:

- City of Toronto - Zoning
- Ministry of Natural Resources and Forestry (MNRF) – Lakes and Rivers Improvement Act
- Ministry of Natural Resources and Forestry (MNRF) – Public Lands Act (if required) (MNRF)
- Port Authorities Operations Regulations (to be confirmed)
- City of Toronto – Engineering and Construction Services (ESC)
- Transport Canada - Navigation Protection Act
- Ports Toronto – Harbour Master Authorization
- Toronto and Region Conservation Authority – Regulation 166/06
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Governments
- Delivery Agreement with TRCA
- Master License Agreements with Create TO
- License Agreement with Ports Toronto (for water lots)
- FLR (First Nations) Agreement

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$11,939,581	\$598,615	\$3,225,567	\$3,266,040	\$4,849,359
Soft Cost Contingency	\$677,665	-	-	-	\$677,665
Hard Costs	\$42,817,611	-	-	\$4,277,006	\$38,540,605
Hard Cost Contingency	\$2,577,747	-	-	-	\$2,577,747
HST (Non-Recoverable 1.76%)	\$1,021,023	\$11,692	\$62,999	\$142,485	\$803,847
Total Budget	\$59,033,627	\$610,307	\$3,288,566	\$7,685,531	\$47,449,222
Cash Flows have been developed in accordance with the program schedule.					

PORT LANDS FLOOD PROTECTION PFP05-11 Sediment and Debris Management Area – PROJECT CHARTER

5. SCHEDULE SUMMARY

Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Apr 2020	Jun 2020
30% Design	Dec 2017	May 2018	Construction Works	Jul 2020	Jul 2022
60% Design	Sep 2019	Dec 2019	Project Completion		Jul 2022
90% Design	Dec 2019	Mar 2020			

Schedule Constraints and Assumptions:

Procurements timelines will conform to the above construction and completion milestones.
The Program Schedule is developed and maintained by EllisDon. The above dates reflect the August 2018 Program Baseline Schedule.

6. RISK IDENTIFICATION

Key Risks to be Managed:	Mitigation Strategy:
Impacts due to Implementation of Lake Shore Road/bridge improvements and modifications to Gardiner ramps.	Close coordination and collaboration with design teams undertaking projects on behalf of the City of Toronto.
Allotted space will not support a functioning SDMA.	Undertake feasibility Studies to take place prior to detailed design.
Water flow restrictions necessitating changes in design.	Advance water's edge profile design, and finalize model and verification by Limnotech / TRCA early.
Cost variances due to surplus of anticipated required dredging.	Account for additional conditions in construction contract for baseline and ongoing bathymetric surveying.
Comments:	

7. PROCUREMENT

Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal – BAFO
Construction Management	\$7.1M	2018	New	Request for Proposal – BAFO
Design and Construction Contract Administration (Lead Consultant)	\$3.4M	2018	Existing	Request for Proposal
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Request for Proposal
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE)	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Turbidity and Surface Water Quality Monitoring	*	2019	New	Request for Proposal
Sub-Contractor – Laboratory and Testing	*	2019	New	Request for Proposal
Sub-Contractor – Surveying QC Service	*	2019	New	Request for Proposal
Sub-Contractor – Topographic Survey	*	2019	New	Request for Proposal
Sub-Contractor – Geotechnical Monitoring	*	2019	New	Request for Proposal

PORT LANDS FLOOD PROTECTION
PFP05-11 Sediment and Debris Management Area – PROJECT CHARTER

Sub-Contractor – Pre/Post Construction Condition Survey	*	2019	New	Request for Proposal
Sub-Contractor – Sheet piling and Dockwalls	\$12.8M	2019	New	Request for Proposal
Sub-Contractor – Sediment Management Area	\$20.7M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP05-12 Villiers Island Grading – PROJECT CHARTER

Prepared by [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Villiers Island Grading

Project Overview and Governance:

Port Lands Flood Protection (PLFP) Program's innovative approach couples flood protection and river hydrology with the creation of a river mouth that will promote biodiversity and serve as the center around which new landforms can emerge. In order to avoid potential gaps in the overall system of flood protection it is necessary to raise the grade on the newly formed Villiers Island by approximately 2m. The application of fill to raise grades will take place generally in accordance with the earthwork staging plan, with local modification as necessary to accommodate pre-loading or surcharging requirements, or to allow for the timely use of generated soils. In some fill areas, soil cutting may also be required to accommodate risk management measures, such as clean fill cap.

Key project provisions are as follows:

- The construction of the Villiers Island Grading has a targeted completion date of December 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project. The ESC comprises project sponsors from Waterfront Toronto, Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and the scope/key deliverables relating to design, approvals, procurement, and construction scope covered in this Project Charter, for which an overall budget of 11,925,236 has been established.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Raise grade of Villiers Island approximately 2m to achieve flood protection.
- Reuse site soil from areas of excavation after treatment.
- Provide subgrade for future parks, roads and development.
- Ensure adequate site drainage.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Don Forbes	Waterfront Toronto (WT)	[REDACTED]@waterfronttoronto.ca	
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	
Refer to Program Organization Chart for additional details.				

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Designer(s)/ Exploratory/ Consultancy (to deliver Design, Exploratory, and Consultancy scope below)
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical, Hydrogeological and Environmental investigation
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed

PORT LANDS FLOOD PROTECTION PFP05-12 Villiers Island Grading – PROJECT CHARTER

- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Architectural: Allowance for grading
- Environmental: Risk Management Measures to comply with Community based risk assessment (CBRA)
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Landform construction
- Construction Contract Administration and Site Inspection
- Monthly project reporting

Approvals:

- TRCA Ontario Regulation 166/06

Agreements:

- Contribution Agreement with the City, to be reviewed
- Delivery Agreements with TRCA
- Master License Agreement with CreateTO

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$2,764,776	\$151,021	\$730,170	\$605,381	\$1,278,204
Soft Cost Contingency	\$156,923				\$156,923
Hard Costs	\$8,318,377			\$605,475	\$7,712,903
Hard Cost Contingency	\$478,906				\$478,906
HST (Non-Recoverable 1.76%)	\$206,254	\$2,748	\$13,288	\$22,368	\$167,850
Total Budget	\$11,925,236	\$153,770	\$743,458	\$1,233,223	\$9,794,785
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY

Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Apr 2020	Jul 2020
30% Design	Dec 2017	May 2018	Construction Works	Apr 2023	Dec 2023
60% Design	Sep 2019	Dec 2019	Project Completion		Dec 2023
90% Design	Dec 2019	Apr 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

**PORT LANDS FLOOD PROTECTION
PFP05-12 Villiers Island Grading – PROJECT CHARTER**

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Availability of fill (including berm material).	Start exploring suitable fill sources. Advertise availability of area to receive fill to other agencies.
Comments:	

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal
Construction Management	\$1.4M	2017	New	Request for Proposal
Design and Construction Contract Administration (Lead Engineer) Geo-Environmental Services Cost Estimating	\$1.0M	2018	Existing	Negotiations
Risk Consultant	*	2017	New	Request for Proposal
Geotechnical Investigations	*	2018	Existing	Negotiations
Sub-Contractor – Subsurface utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2022	New	Request for Proposal
Sub-Contractor – Site Preparation and Demolition	\$0.8M	2022	New	Request for Proposal
Sub-Contractor – Supply of planting soil	\$0.07M	2022	New	Request for Proposal
Sub-Contractor – Installation of planting soil	\$0.04M	2022	New	Request for Proposal
Sub-Contractor – Landscaping and Finishes	\$0.9M	2022	New	Request for Proposal
Sub-Contractor – Flood Protection Earthworks	\$2.3M	2022	New	Request for Proposal
Sub-Contractor – Heritage Building Relocation	\$0.6M	2021	New	Request for Proposal
Sub-Contractor - Demolition	\$1.6M	2022	New	Request for Proposal
* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.				
Comments:				
1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget.				
2. Construction will be undertaken by sub-contractors to the Construction Manager.				

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP06-01 River Park North - PROJECT CHARTER

Prepared by [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: River Park North

Project Overview and Governance:

The River Park North is one of three complete parks that will be delivered within the PLFP Program. The park space is situated along the southernmost portion of the Villiers Island, north of the new River Valley System. It is bounded by Commissioners Street to the north, Cherry Street to the west, and The River Valley to the south and east. The park will include public recreation features as well as terrestrial habitat. Fire Hall 30, a heritage structure under private ownership, will be relocated from its original site straddling the northern edge of River Park North along Commissioners Street to a new site on private property. Access to water's edge and connections to adjacent parks are provided through a series of trails and paths throughout the park. Pathways will lead park users down to a pedestrian bridge over the new Don River Valley Park South.

Public Realm Assets in Promontory Park South will include:

- a centrally located drop-off area at the foot of new Munition Street
- passive-use lawns
- adventure recreation and nature play areas
- wooded areas
- a dog relief area
- multiple picnic and public barbeque areas

Key project provisions are as follows:

- The new River Park North has a target completion date of November 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises of project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement and construction scope covered in this Project Charter and budget management, for which the overall project budget is \$21,726,970.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and delivery of a City of Toronto Park that provides recreational amenities integrated with the new river valley, including recreational non-motorized boating, play and physical exercise in a natural setting, environmental education and cultural programming opportunities.
- Creation of an open space that is integrated with the city's network of multi-use paths and trails.
- Creation of canopy cover and terrestrial habitat.
- Creation of prospect and scenic views of new river system.
- Relocating Firehall #30, a heritage building.
- Achieve alignment on project goals and delivery with City of Toronto Parks Forestry and Recreation, as the final owner of River Park North.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	
Project Director	Shannon Baker	Waterfront Toronto (WT)	sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Marc Kramer	City of Toronto (CoT)	Marc.kramer@toronto.ca	(416) 392-7438
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)		
Refer to Program Organization Chart for additional details.				

PORT LANDS FLOOD PROTECTION PFP06-01 River Park North - PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Landscape Architecture: Play Equipment, furniture, accessibility, grading, trails, pavements, horticulture
- Ecology: Terrestrial Habitat
- Electrical: Lighting and electrical service
- Civil: Sanitary, storm and water service
- Architectural: Allowance for buildings
- Heritage: Fire Hall 30 relocation
- Planning & Urban Design: Fire Hall 30 relocation planning
- Signage and Wayfinding
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Approvals:

- Ministry of Natural Resources and Forestry (MNRF) – Permit for Flood Protection, Lakes and Rivers Improvement Act, and the Public Lands Act, Species at Risk (SAR)
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- TRCA - Shoreline Development Approval – Regulation 166/06
- City of Toronto – Tree removal permits
- City of Toronto – Road Occupancy Permits
- City of Toronto – Park Lighting
- City of Toronto – Zoning & Site Plan Approval
- City of Toronto – Heritage Preservation Services
- FLR (First Nations) Agreement – Project wide
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- MECP acknowledgement of Record of Site Condition for Parklands
- MECP Environmental Compliance Approval (ECA)
- Transport Canada – Navigable Waters Act

Construction:

- Relocation/removal of utilities existing within the work area
- Grading and earthworks including implementation of Risk Management Measures
- Armoring
- Landscape finishes
- Vegetation: Planting of Horticultural beds, Canopy trees, Naturalized areas; terrestrial and aquatic habitat vegetation
- Construction Contract Administration and Site Inspection
- Monthly project reporting

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreement with TRCA
- Master License Agreement with Create TO
- Access / Acquisition of water lot Agreement with Ports Toronto

**PORT LANDS FLOOD PROTECTION
PFP06-01 River Park North - PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$4,251,965	\$212,016	\$1,147,208	\$1,161,220	\$1,731,521
Soft Cost Contingency	\$241,332				\$241,332
Hard Costs	\$16,137,980			\$376,678	\$15,761,302
Hard Cost Contingency	\$719,912				\$719,912
HST (Non-Recoverable 1.76%)	\$375,781	\$3,812	\$20,626	\$27,865	\$323,479
Total Budget	\$21,726,970	\$215,828	\$1,167,834	\$1,565,762	\$18,777,546
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish) River Park North	Start Date	Completion Date	Milestone (Start or Finish) River Park North	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Apr 2020	Jul 2020
30% Design	Dec 2017	May 2018	Construction Works	May 2021	Nov 2023
60% Design	Oct 2019	Jan 2020	Project Completion		Nov 2023
90% Design	Jan 2020	Mar 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect dates in the Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Aggressive design and approvals schedule.	Engage in comprehensive review process with stakeholders and regulatory agencies. Anticipate permit requirements in advance.
Lack of availability of planting materials.	Advance discussions with local plant nurseries to determine local capacity for supply of appropriate plants. Investigate potential for growing contract/procurement in advance of planting.
Differential settlement of built form.	Initiate geotechnical studies of areas sensitive to settlement to predict where settlement will occur and create settlement-tolerant designs.
Removal of Fill (sediment)	Start exploring suitable fill deposits. Ensure coordination with pilot test, ECA requirements and pilot test results.
Delays related to procurement of Soils	Advance discussions with soil suppliers and sources to determine local capacity for the supply of appropriate horticultural soils.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP06-01 River Park North - PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$2.6M	2018	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Consultant)	\$2.5M	2018	Existing	Negotiations
Risk Consultant	*	2017	New	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Negotiations
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Scheduling and Risk Analysis	*	2018	New	Request for Proposal
Cost Estimating	*	2018	New	Request for Proposal
Partner Agencies (TRCA)	*	2018	Existing	Negotiations
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Demolition and Site Preparation	\$0.4M	2019	New	Request for Proposal
Sub-Contractor – Pedestrian Bridge	\$1.0M	2018	New	Request for Proposal
Sub-Contractor – Earthworks and Wet Utilities	\$1.2M	2020	New	Request for Proposal
Sub-Contractor – Planting Soils Supply	\$0.1M	2020	New	Request for Proposal
Sub-Contractor – Planting Soils Installation	\$0.05M	2020	New	Request for Proposal
Sub-Contractor – Parks Furniture	\$0.9M	2020	New	Request for Proposal
Sub-Contractor – Play equipment design and manufacturing	\$0.3M	2020	New	Request for Proposal
Sub-Contractor – Play equipment installation	\$0.2M	2023	New	Request for Proposal
Sub-Contractor – Parks Lighting	\$0.8M	2022	New	Request for Proposal
Sub-Contractor – Landscaping and Finishes	\$7.0M	2022	New	Request for Proposal
Sub-Contractor – Heritage Building Relocation	\$0.4M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager. 				

**PORT LANDS FLOOD PROTECTION
PFP06-01 River Park North - PROJECT CHARTER**

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION PFP06-02 River Park South – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: River Park South

Project Overview and Governance:

River Park South is one of three complete parks that will be delivered within the Port Lands Flood Protection (PLFP) Program. The park space is situated along the northernmost portion of the South River Precinct, south of the new River Valley System. It is bounded by Polson Street to the South, the Don Greenway to the east, the LaFarge property to the west, and the new River Valley System to the north. The park space will include a dog off leash area, Parks, Forestry and Recreation (PFR) maintenance yard, water access points with shared canoe access, a cycling connection to the Lower Don Trail and pedestrian paths.

Public Realm Assets in Promontory Park South will include:

- PFR maintenance yard
- Lower Don Trail connection 7 overlook
- Dog Off-leash Area
- Wooded areas
- Public fire pits

Key project provisions are as follows:

- The development and construction of River Park South completion targets November 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises of project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement and construction scope covered in this Project Charter and budget management, for which the overall project budget is \$18,468,92.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and delivery of a City of Toronto park that provides recreational amenities integrated with the new river valley, including, social gathering and physical exercise in a natural setting, and environmental education and cultural programming opportunities.
- Creation of an open space that is integrated with the city's network of multi-use paths and trails.
- Creation of canopy cover and terrestrial habitat.
- Creation of prospect and scenic views of new river system.
- Creation of Parks, Forestry and Recreation Operations and Maintenance yard.
- Achieve alignment on project goals and delivery with City of Toronto Parks Forestry and Recreation, as the final owner of River Park South.

2. CORE TEAM ORGANIZATION				
Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	jgombos@waterfronttoronto.ca	[REDACTED]
Project Director	Shannon Baker	Waterfront Toronto (WT)	sbaker@waterfronttoronto.ca	(416) 306-8697
City Rep.	Steve Mckenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	[REDACTED]
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.ca	[REDACTED]
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	[REDACTED]

Refer to the Program Organization Chart for additional details.

3. PROJECT SCOPE & KEY DELIVERABLES
Procurement: <ul style="list-style-type: none"> ▪ Consultancy to deliver project support, exploratory, design and Construction phase services ▪ Construction Manager ▪ Sub-Contractor(s)

PORT LANDS FLOOD PROTECTION PFP06-02 River Park South – PROJECT CHARTER

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigation: Includes in-water investigations; to supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Landscape Architecture: Play Equipment, furniture, accessibility, grading, trails, pavements, horticulture
- Ecology: Terrestrial Habitat
- Electrical: Lighting and electrical service
- Civil: Sanitary, storm and water service
- Architectural: allowance for buildings
- Signage and Wayfinding
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Relocation/removal of utilities existing within the work area
- Grading and earthworks including implementation of Risk Management Measures
- Armoring
- Landscape finishes
- Vegetation: Planting of Horticultural beds, Canopy trees, Naturalized areas; terrestrial and aquatic habitat vegetation
- Construction contract administration and site inspection
- Monthly project reporting

Approvals:

- Ministry of Natural Resources and Forestry (MNRF) – Permit for Flood Protection, Lakes and Rivers Improvement Act, and the Public Lands Act, Species at risk (SAR)
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- TRCA – Shoreline Development Approval – Regulation 166/06
- City of Toronto – Tree removal permits
- City of Toronto – Road Occupancy Permits
- City of Toronto – Park Lighting
- City of Toronto – Heritage Preservation Services
- City of Toronto – Zoning
- FLR (First Nations) Agreement – Project wide
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- MECP acknowledgement of Record of Site Condition for Parklands
- MECP Environmental Compliance Approval (ECA)
- Transport Canada – Navigable Waters Act

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreement with TRCA
- Master License Agreements with CreateTO
- Access / Acquisition of water lot agreement with Ports Toronto

**PORT LANDS FLOOD PROTECTION
PFP06-02 River Park South – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS					
Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$4,762,085	\$237,932	\$1,284,106	\$1,294,236	\$1,945,811
Soft Cost Contingency	\$270,286				\$270,286
Hard Costs	\$12,525,178			\$431,680	\$12,093,498
Hard Cost Contingency	\$591,942				\$591,942
HST (Non-Recoverable 1.76%)	\$319,431	\$4,400	\$23,745	\$31,907	\$259,379
Total Budget	\$18,468,922	\$242,331	\$1,307,851	\$1,757,823	\$15,160,916
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY					
Milestone (Start or Finish)	Start Date	Completion Date	Milestone (Start or Finish)	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Apr 2020	Jul 2020
30% Design	Dec 2017	May 2018	Construction Works	May 2021	Nov 2023
60% Design	Oct 2019	Jan 2020	Project Completion		Nov 2023
90% Design	Jan 2020	Mar 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION	
Key Risks to be Managed:	Mitigation Strategy:
Aggressive design and approvals schedule.	Engage in comprehensive review process with stakeholders and regulatory agencies. Anticipate permit requirements in advance.
Lack of availability of planting materials	Advance discussions with local plant nurseries to determine local capacity for supply of appropriate plants. Investigate potential for growing contract/procurement in advance of planting.
Differential settlement of built form.	Initiate geotechnical studies of areas sensitive to settlement to predict where settlement will occur and create settlement-tolerant designs.
Removal of fill (sediment)	Start exploring suitable fill deposits. Ensure coordination with pilot test, ECA requirements and pilot test results.
Delays related to procurement of Soils	Advance discussions with soil suppliers and sources to determine local capacity for the supply of appropriate horticultural soils.
Comments:	

**PORT LANDS FLOOD PROTECTION
PFP06-02 River Park South – PROJECT CHARTER**

7. PROCUREMENT				
Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal - BAFO
Construction Management	\$2.0M	2018	New	Request for Proposal - BAFO
Design and Construction Contract Administration (Lead Consultant) Cost Estimating	\$2.9M	2018	Existing	Negotiations
Risk Consultant	*	2017	Existing	Request for Proposal
Geotechnical Investigation	*	2018	Existing	Negotiations
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Subcontractor - Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Scheduling and Risk Analysis	*	2018	Existing	Negotiations
Cost Estimating	*	2018	New	Request for Proposal
Partner Agencies (TRCA)	*	2018	Existing	Negotiations
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Subcontractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Subcontractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Demolition and Site Preparation	\$0.5M	2021	New	Request for Proposal
Sub-Contractor – Earthworks and Utilities	\$1.2M	2021	New	Request for Proposal
Sub-Contractor – Planting Soil Supply	\$0.7M	2022	New	Request for Proposal
Sub-Contractor – Planting Soil Installation	\$0.5M	2022	New	Request for Proposal
Sub-Contractor – Landscaping and Finishes	\$5.3M	2022	New	Request for Proposal
Sub-Contractor – Parks Furniture	\$1.0M	2023	New	Request for Proposal
Sub-Contractor – Parks Lighting	\$1.0M	2022	New	Request for Proposal
Sub-Contractor – Pedestrian Bridge	\$0.05M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by sub-contractors to the Construction Manager 				

**PORT LANDS FLOOD PROTECTION
PFP06-02 River Park South – PROJECT CHARTER**

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

PORT LANDS FLOOD PROTECTION

PFP06-03 Promontory Park South – PROJECT CHARTER

Prepared by: [REDACTED]	Date: December 2018	Version: 2
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1. PROJECT IDENTIFICATION AND OBJECTIVE

Project Name: Promontory Park South

Project Overview and Governance:

Promontory Park South is one of three complete parks that will be delivered within the Port Lands Flood Protection (PLFP) Program. The park space is situated to the south west corner of the Villiers Island Precinct and is surrounded by the Polson Slip (new river) to the south, Lake Ontario to the west, Cherry Street to the east, and Promontory Park North to the north. The Park will feature a Canoe Cove and beach area where it connects to the Polson Slip. Varied grades will be used to provide lookout points of the Toronto skyline. A commemoration will be made to the previous Marine Terminal 35 building. Park programming, landscaping, unique play equipment, and trail connections to adjacent parks will also be included in Promontory Park South.

Public Realm Assets in Promontory Park South will include:

- Entry plazas with special pavement, seating and lighting.
- A promenade with special pavement, kick rails, site furniture, and lighting
- Harbour overlook with a retaining wall and terraces
- Water recreation access node with a cobblestone beach at Canoe Cove
- Playgrounds
- Construction of canoe channel
- Plantings and landscaping finishes
- Passive-use lawns for informal recreation

In addition to the above features, the project team is planning for the potential implementation of the following, subject to funding:

- Destination playscapes with custom play structures, specialty surfaces and interactive water features (partially funded)
- Amenities such as a cafe/concessions, restrooms and maintenance storage areas within two park pavilions (currently unfunded)
- Water taxi dock (currently unfunded)
- Pedestrian bridges connecting Crane Island to the play areas (currently unfunded).

Key project provisions are as follows:

- The new Promontory Park South has a target completion date of August 2023.
- The existing Executive Steering Committee ("ESC"), originally established in 2011/12 to oversee the Port Lands Acceleration Initiative, will continue to provide high level oversight throughout this project implementation phase. The ESC comprises of project sponsors from Waterfront Toronto (WT), Toronto and Region Conservation Authority (TRCA) and the City of Toronto.
- WT will be responsible for managing the cost, schedule, and scope/key deliverables relating to the design, approvals, procurement and construction scope covered in this Project Charter and budget management, for which the overall project budget is \$50,214,668.
- The Core Team (refer to Section 2 below) will be supported by a larger project team as illustrated in the PLFP Organization Chart.

This charter is subject to amendment, if required, with agreement between the City and Waterfront Toronto.

Project Objectives:

- Design and delivery of a City of Toronto park that provides recreational amenities with a regional draw, including recreational non-motorized boating, play and physical exercise, and cultural programming opportunities.
- Creation of an open space that is integrated with the city's network of multi-use paths and trails.
- Creation of green space and canopy cover.
- Creation of prospect and scenic views of new river system and Toronto skyline.
- Constructive engagement of the public in park planning and design, through the Port Lands 2024 engagement program.
- Achieve alignment on project goals and delivery with City of Toronto Parks Forestry and Recreation, as the final owner of Promontory Park South.

2. CORE TEAM ORGANIZATION

Role	Name	Organization	e-mail	Telephone
Project Executive	Julius Gombos	Waterfront Toronto (WT)	Jgombos@waterfronttoronto.ca	
Project Director	Shannon Baker	Waterfront Toronto (WT)	Sbaker@waterfronttoronto.ca	(416) 640-8824
City Rep.	Steve McKenna	City of Toronto (CoT)	[REDACTED]@toronto.ca	
Agency Rep.	Renee Afoom-Boateng	Toronto Region Conservation Authority (TRCA)	Rafoom-boateng@trca.on.ca	
Agency Rep.	Chris Sawicki	Ports Toronto (PT)	[REDACTED]	
Refer to Program Organization Chart for additional details.				

PORT LANDS FLOOD PROTECTION PFP06-03 Promontory Park South – PROJECT CHARTER

3. PROJECT SCOPE & KEY DELIVERABLES

Procurement:

- Consultancy to deliver project support, exploratory, design and Construction phase services
- Construction Manager
- Sub-Contractor(s)

Project Support:

- Geotechnical, Hydrogeological and Environmental services to support design and construction
- TRCA (EA compliance, Hydraulic verification, permit/approval assistance as requested by Waterfront Toronto, and other advisory services that will be detailed in the Delivery Agreement)
- CreateTO (Affected tenants notification, signing as a landowner of adjacent land where required)
- Ports Toronto (Water Lots clearance coordination and signing as an owner of water lots where required)
- Cost Management
- Risk Management
- Program Management

Exploratory Works:

- Geotechnical investigations: To supplement existing data
- Surveying: Plan of survey, and consolidation of topographical survey data, as needed
- Subsurface Utility Engineering (SUE): Confirm existing utilities for design considerations

Design:

- Landscape Architecture: Play Equipment, furniture, accessibility, grading, trails, pavements, horticulture
- Ecology: Aquatic and Terrestrial Habitat
- Electrical: Lighting and electrical service
- Civil: Sanitary, storm and water service
- Architectural: Allowance for buildings
- Heritage: Appropriate consideration of MT35 and Atlas Crane
- Signage and Wayfinding
- Review of background information, including work completed as part of the PLFP Due Diligence project and project-related approved Environmental Assessments
- Preparation of 30%, 60%, 90%, and IFC design drawings, cost estimates, and specifications
- Ensure design is coordinated with other PLFP projects
- Engagement with relevant agencies to secure permits and approvals
- Monthly project reporting

Construction:

- Relocation/removal of utilities existing within the work area
- Grading and earthworks including implementation of Risk Management Measures
- Armouring
- Landscape finishes
- Vegetation: Planting of Horticultural beds, Canopy trees, Naturalized areas; terrestrial and aquatic habitat vegetation
- Construction contract administration and site inspection
- Monthly project reporting

Approvals:

- Toronto and Region Conservation Authority (TRCA) – Regulation 166/06
- Department of Fisheries and Oceans Canada (DFO) / Aquatic Habitat Toronto (AHT)
- Ministry of Natural Resources and Forestry (MNR) – Permit for Flood Protection, Lakes and Rivers Improvement Act, and the Public Lands Act, Species at risk (SAR)
- City of Toronto – Tree removal permits
- City of Toronto – Road Occupancy Permits
- City of Toronto – Park Lighting
- City of Toronto – Heritage Preservation Services
- City of Toronto – Zoning
- FLR (First Nations) Agreement – Project wide
- Ministry of Environment, Conservation and Parks (MECP) – Permit To Take Water (PTTW)
- MECP Acknowledgement of Record of Site Condition for Parklands
- MECP – Environmental Compliance Approval (ECA)
- Transport Canada – Navigable Water Act

Agreements:

- Contribution Agreement with the City of Toronto, Province of Ontario and Federal Government
- Delivery Agreement with TRCA
- Master License Agreement with CreateTO

**PORT LANDS FLOOD PROTECTION
PFP06-03 Promontory Park South – PROJECT CHARTER**

4. BUDGET & FINANCIAL REQUIREMENTS

Required Service/Description of Work	Total Proposed Budget	Projected Cash Flow			
		FY17/18	FY18/19	FY19/20	Future
Soft Costs	\$3,874,214	\$208,746	\$1,021,391	\$853,613	\$1,790,464
Soft Cost Contingency	\$219,892	-	-	-	\$219,892
Hard Costs	\$43,086,069	-	-	14,580,589	\$28,505,480
Hard Cost Contingency	\$2,166,001	-	-		\$2,166,001
HST (Non-Recoverable 1.76%)	\$868,492	\$3,781	\$18,499	\$285,618	\$560,595
Total Budget	\$50,214,668	\$212,527	\$1,039,889	15,719,821	\$33,242,431
Cash Flows have been developed in accordance with the program schedule.					

5. SCHEDULE SUMMARY

Milestone (Start or Finish) Promontory Park South	Start Date	Completion Date	Milestone (Start or Finish) Promontory Park South	Start Date	Completion Date
Project Start	Dec 2017		IFC Design	Apr 2020	Jul 2020
30% Design	Dec 2017	May 2018	Construction Works	Mar 2019	Aug 2023
60% Design	Aug 2019	Nov 2019	Project Completion		Aug 2023
90% Design	Dec 2019	Apr 2020			
Schedule Constraints and Assumptions: Procurements timelines will conform to the above construction and completion milestones. The Program Schedule is developed and maintained by Ellis Don. The above dates reflect the August 2018 Program Baseline Schedule.					

6. RISK IDENTIFICATION

Key Risks to be Managed:	Mitigation Strategy:
Aggressive design and approvals schedule poses risks to schedule and quality objectives.	Engage in comprehensive review process with stakeholders and regulatory agencies. Anticipate permit requirements in advance.
Lack of availability of planting materials	Advance discussions with local plant nurseries to determine local capacity for supply of appropriate plants. Investigate potential for growing contract/procurement in advance of planting.
Differential settlement of built form.	Initiate geotechnical studies of areas sensitive to settlement to predict where settlement will occur and create settlement-tolerant designs.
Removal of Fill (sediment)	Start exploring suitable fill deposits. Ensure coordination with pilot test, ECA requirements and pilot test results.
Delays related to procurement of soils.	Advance discussions with soil suppliers and sources to determine local capacity for the supply of appropriate horticultural soils.
Comments:	

PORT LANDS FLOOD PROTECTION
PFP06-03 Promontory Park South – PROJECT CHARTER

7. PROCUREMENT

Services/Items to be Procured	Estimated Value \$	When Required?	New Procurement or Amend Existing?	Form of Procurement/ Contracting Entity
Program Management	*	2018	New	Request for Proposal – BAFO
Construction Management	\$7.1M	2018	New	Request for Proposal – BAFO
Design and Construction Contract Administration (Lead Consultant)	\$6.1M	2018	Existing	Negotiations
Geotechnical Investigations	*	2018	Existing	Negotiations
Risk Consultant	*	2017	New	Request for Proposal
Geo-Environmental Services	*	2018	New	Request for Proposal
Sub-Contractor – Land Survey	*	2018	New	Request for Proposal
Sub-Contractor – Subsurface Utility Engineering (SUE) - Daylighting	*	2018	New	Request for Proposal
Scheduling and Risk Analysis	*	2018	New	Request for Proposal
Cost Estimating	*	2018	New	Request for Proposal
Partner Agencies (TRCA)	*	2018	New	Request for Proposal
Sub-Contractor – Air, Dust, Weather & Odour Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Tree Cutting & Removal	*	2018	New	Request for Proposal
Sub-Contractor – Noise & Vibration Monitoring	*	2018	New	Request for Proposal
Sub-Contractor – Play equipment design and manufacturing	\$0.1M	2019	New	Request for Proposal
Sub-Contractor – Play equipment installation	\$0.05M			
Sub-Contractor – Landscaping and finishes	\$17.1M	2022	New	Request for Proposal
Sub-Contractor – Sheet piling and Dockwalls	\$0.6M	2020	New	Request for Proposal
Sub-Contractor – Site Preparation	\$1.3M	2020	New	Request for Proposal
Sub-Contractor – Earthworks and Wet Utilities	\$2.9M	2020	New	Request for Proposal
Sub-Contractor – Planting Soil Supply	\$1.4M	2020	New	Request for Proposal
Sub-Contractor – Planting Soil Installation	\$1.0M	2020	New	Request for Proposal
Sub-Contractor – Parks Furniture	\$2.3M	2022	New	Request for Proposal
Sub-Contractor – Parks Lighting	\$2.2M	2022	New	Request for Proposal
Sub-Contractor – Demolition	\$4.2M	2019	New	Request for Proposal
<p>* - These are items that are procured on a program wide basis and the amounts associated with these items account for the difference between the costs shown in Table 4 and the estimated values in Table 7.</p> <p>Comments:</p> <ol style="list-style-type: none"> 1. The Lead Consultant Agreement (Design and Construction Contract Administrator) stipulated a "design to" budget. 2. Construction will be undertaken by Sub-contractors to the Construction Manager. 				

**PORT LANDS FLOOD PROTECTION
PFP06-03 Promontory Park South – PROJECT CHARTER**

APPROVALS			
Project Executive	Julius Gombos, Senior Vice President – Project Delivery, Waterfront Toronto	Signature	Date
WT Executive Sponsor	Michael Nobrega President & CEO, Waterfront Toronto	Signature	Date
City Executive Sponsor	Lou Di Gironimo Deputy City Manager, City of Toronto	Signature	Date
TRCA Executive Sponsor	John MacKenzie CEO, Toronto Region Conservation Authority	Signature	Date

Pichette, Chanelle (INFC)

From: Ann Landry <[REDACTED]@waterfronttoronto.ca>
Sent: January 11, 2019 8:46 PM
To: Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); MacFarlane, Shainah (INFC)
Subject: FW: PLFPEI Oversight Committee Meetings - 2019

Marie-Pier, Erin, and Shainah:

I sent a proposed 2019 schedule of PLFPEI Oversight Committee Meetings back in October but have only heard from Joshua to date.

Can you please take a look at the dates below and let me know if they work for you so that I can confirm them in the calendars at this end.

Thanks very much.

Regards,
 Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Ann Landry
Sent: Friday, October 26, 2018 4:31 PM
To: 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>; 'erin.coffin@canada.ca' <erin.coffin@canada.ca>; 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; 'shainah.macfarlane@canada.ca' <shainah.macfarlane@canada.ca>
Subject: PLFPEI Oversight Committee Meetings - 2019

Happy Friday Everyone,

As per our meeting yesterday, I've looked at the 2019 Calendar and would like to propose the following meeting dates for 2019:

Thursday, February 20th – 2:00pm – 3:30pm
 Thursday, May 15th – 2:00pm – 3:30pm
 Thursday, August 15th – 3:00pm – 4:30pm
 Thursday, November 21st – 3:00pm – 4:30pm

Please let me know if the dates work for you – at least at the present time.

Regards,
 Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]

[REDACTED]@waterfrontoronto.ca | www.waterfrontoronto.ca



WATERFRONTToronto

Pichette, Chanelle (INFC)

From: Ken Dion [REDACTED]@waterfronttoronto.ca>
Sent: January 18, 2019 4:59 PM
To: Julie Bowering; Michael Kraljevic; Leslie Gash; Christopher Glaisek; David Kusturin; Edward Chalupka; Julius Gombos; Pina Mallozzi; Michael Nobrega; Mira Shenker; 'David Stonehouse'; Kyle Knoeck; Lynda Macdonald; 'Mike (EDC) Williams'; [REDACTED]@toronto.ca; Lou Di Gironimo; hon lu; 'Nik Chatterjee'; 'Steven Trumper'; Morin, Kathy (INFC); Nassif, Marie-Pier (INFC); 'adam.redish@ontario.ca'; 'Ren, Wendy (MOI)'; 'John.Mackenzie@trca.on.ca'; Cam.Whitehead@ontario.ca; Nancy Gaffney; Laura Stephenson; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Colleen Auld; Steve McKenna
Cc: [REDACTED] Mary Scotland; 'Andrea Broughton'; 'Elaine Hung'; 'Leena Eappen'; 'Janice Paterson'; 'michelle.sirizzotti@trca.on.ca'; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; [REDACTED] [REDACTED]Michelle.Jennings@ontario.ca; [REDACTED]@toronto.ca
Subject: Port Lands Executive Steering Committee - January 22
Attachments: ESC 16 Agenda_for Meeting_Jan22_2019.docx; Port Lands ESC Meeting Minutes 19DECEMBER2018_FINAL.docx; [REDACTED] 2018 11 30 Cherry Street Lake Filling Dashboard Report.pdf; PLFP Dashboard_Comparative_Nov 2018.pdf; SDMA Memo - Jan 22 ESC.pdf; SDMA Slide Deck - Jan 22 ESC.pdf

Good Afternoon,

Please find the enclosed **meeting materials** for the upcoming Port Lands ESC Meeting scheduled for January 22, 2019 at Toronto City Hall.

- 1) December 19, 2018 ESC Meeting Minutes
- 2) January 22, 2019 ESC #16 Meeting Agenda
- 3) Dashboard for PFLPEI_End of November 2018
- 4) Dashboard for CSLF_End of November 2018
- 5) [REDACTED]
- 6) Sediment and Debris Management Area PPT_Jan22_2019
- 7) Sediment and Debris Management Memo_Jan22_2019

Thanks,
 Ken Dion

kenneth m. dion | project director, port lands integration | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | office ph #: [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Port Lands Flood Protection and Enabling Infrastructure
Executive Steering Committee Meeting #16
January 22, 2019 3:30-5:00 pm
Toronto City Hall, 24th Floor East Tower, LRG Boardroom

AGENDA

Item	Length	Info/Decision
1) Minutes of previous meeting	5 mins.	Decision
2) Tasks Completed from previous ESC	5 mins.	Info
3) Key Items	60 mins.	
a) Parks and River Design Update (PM) 30 mins		Info
b) Sediment & Debris Mgmt Area (JG) 15 mins		Decision
c) Construction – Next Quarter Forecast (JG) 15 mins		Info
4) Monthly Update Reports	10 mins.	Info
a) Risk Issues		
b) Flood Protection Project Dashboard		
c) Cherry Street Lake Filling Project Dashboard		
d) Active Risks Register		
5) Future Agenda items	5 mins.	Info
6) Next Steps and New Business (All)	5 mins.	Info

Next ESC Meeting: February 13, 2019

Project Name: Port Lands Executive Steering Committee

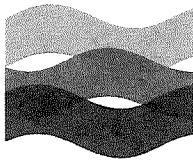
Meeting Subject: Port Lands Flood Protection and Enabling Infrastructure

Meeting Number: 16

Location of Meeting:	Waterfront Toronto	Date of Meeting:	December 19, 2018	Time Of Meeting:	3:00-4:30 P.M.
Location of Next Meeting:	City Hall	Date of Next Meeting:	January 22, 2019	Time Of Next Meeting:	3:30-5:00 P.M.
Minutes Prepared By:	Ken Dion & Tara Connor	Minutes Prepared On:	December 19, 2018		

Participants: (Attendees ✓):	Lou Di Gironimo (CoT)	John MacKenzie (TRCA) ✓	Michael Nobrega (WT) ✓
	David Stonehouse (CoT) ✓	Ken Dion (WT) ✓	David Kusturin (WT) ✓
	Kyle Knoeck (CoT)	Nick Chatterjee (CT) ✓	Julius Gombos (WT) ✓
	Mike Williams (CoT) ✓	Wendy Ren (MOI)	Leslie Gash (WT)
	Steve McKenna (CoT) ✓	Nancy Gaffney (TRCA) ✓	Ann-Marie Nasr (CoT)
	Lynda Macdonald (CoT)	Marie-Pier Nassif (IC)	Mira Shenker (WT) ✓
	Adam Redish (MOI) ✓	Caitlyn Alexandra (MOI)	Antoinette Tumillo (CT)
	Kathy Morin (IC)	Hon Lu (CT) ✓	Laura Stephenson (TRCA) ✓

Meeting Minutes

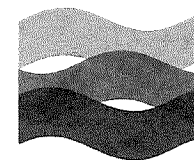


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	Steven Trumper (CT)	Pina Mallozzi (WT) ✓	Simon Karam (WT) ✓
	Cam Whitehead (MOI) ✓	Michael Kraljevic	

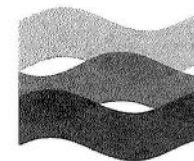
Meeting Notes:	Task /Status
<p><u>Minutes of Previous Meeting/Comments</u></p> <ul style="list-style-type: none"> • Add Michael Kraljevic and Steve Trumper to the invite list for future ESCs. • Accepted. <p><u>Task Completed from Previous ESC</u></p> <ul style="list-style-type: none"> • JG indicated that updated Project Charters were issued on December 19, 2018. Comments to be provided before next ESC (January 23). <ul style="list-style-type: none"> ◦ It was noted that the City Project Charter signatory will be Deputy City Manager. • KD confirmed that consultants are generally required to specify operations and maintenance details as a part of their consulting agreements. O & M requirements will be established with the involvement of all interested parties (TRCA, City and Ports Toronto) during detailed design. A final O&M manual will be provided by sub-contractors at conclusion of implementation with a monitoring and adaptive management component to be refined by the owners during the establishment period. • PM provided a presentation as an overview of the Design Status of the Roads and Rivers. <p><u>Key Items</u></p> <p>Roads and Bridges Design Presentation (PM)</p> <ul style="list-style-type: none"> • PM provided overview of overall design in-budget scope and work which will follow the flood protection project implementation. • Presented the 3 bridges: Cherry Street north, Cherry Street south, and Commissioners St Bridge. <ul style="list-style-type: none"> ◦ Cherry Street North – both the vehicle and transit bridge will be constructed ◦ Cherry Street South – only vehicle bridge will be built at this time, but space left in the park for a future LRT bridge. ◦ Commissioners Bridge –only the vehicle bridge will be built at this time, with the LRT bridge to follow when needed. <ul style="list-style-type: none"> ▪ Each bridge has a bump-out for pedestrian and cyclist trails with overlook zones. ▪ Inside of the bridge will have a colour treatment but white on outside. ▪ Cherry Street North to start in January. 	<p>All to review Component Project Charters before next ESC</p>

Meeting Minutes



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- NC inquired if the interim condition will need dredging to continue in the Keating Channel.
 - JG, KD and SK – WT is working with Ports Toronto to determine an interim strategy to move sediment in and out. The new soffit elevation will require either a new barge or a taxiing vessel to the awaiting tug on the west of the bridge.
 - KD, SK – final design will likely require an entirely new low-lying tug and barges to operate under the bridges in the area. Looking at \$600K per vessel - ~\$2M or so. More economical than a lift bridge, especially with future LRT operations.
- Roads –Design advanced to 90% for Cherry Street. At 30% for Commissioners and Don Roadway.
 - Designs generally based on City Council and MOE approved EAs with small tweaks.
 - Roads will include green infrastructure in the medians, bioretention and other LID (Low Impact Development) considerations.
 - Parking to be provided street level on north side of Commissioners, none on Cherry.
 - Commissioners is a park-like street with LRT in the park.
 - Don Roadway being revised to remove and reduce lanes as specified in the EA given the relocation of LRT to the future Broadview extension. Team is currently exploring implications whether an EA amendment is required. Don Roadway will function as a promenade under hydro towers and as a public realm utility to film studios (food trucks, filming, etc).
 - HL questioned whether there will be a bridge over the Ship Channel on Don Roadway?
 - KD responded that Port Lands and South of Eastern Transportation and Servicing Master Plan identified Broadview as the preferred crossing of the Ship Channel.
 - NC asked if these roads will be able to handle truck deliveries?
 - PM responded in the affirmative.
 - DS highlighted that there is a significant amount of coordination between the design team and City to insure an integrated design for safe, multi-modal travel
 - DS requested an outline of some of the challenges of the unknown unknowns in the design.
 - PM – Grading is challenging in order to tie roads and bridges to existing grades at the Cherry Street underpass and Commissioners Street while still achieving flood protection.
 - SM – Design is not advancing concurrently on all roads and services. Special attention is required to ensure proper integration where roads meet (and where they meet bridges).Procurement is also proceeding in advance of design completion for certain components and this risk needs to be managed.
 - MW wondered if there is a 5G network hook-up, hydro, etc.?
 - PM responded that design will allow for LED lighting and rough-ins for power hook-ups, wi-fi and 5G infrastructure will be accommodated. The actual technology is included in the streets at this time.

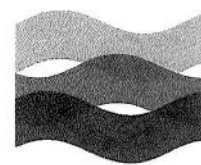


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Meeting Minutes

- JG added that development blocks adjoining the park will need to integrate with servicing (existing and future).
- MW indicated that given the future event space in the design, it is critical that sufficient hook-ups for utilities are being including in the public realm.
- PM added that the team is looking at establishing empty conduits in the ROWs and under the rivers to avoid need to rip up infrastructure and river valley to install new servicing in the future.
- MW suggested looking for owners for all this infrastructure now and start integrating in the process.
- PM to come back to ESC in February to discuss how these utilities are incorporated in the design process to avoid future disruption.
- NC asked if the Cherry Street improvements end at the Ship Channel?
 - DK responded that the work on Cherry Street will extend south only as far as necessary to achieve grading integration with the existing street elevation.

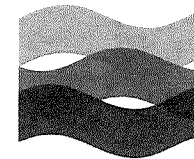
Meeting Minutes



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		PM to present to February ESC how utilities incorporated in design process
Project Charters (JG) <ul style="list-style-type: none">ESC members will have until next meeting to review the updated Charters and provide comments.		

Meeting Minutes



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Flood Protection and Enabling Works and CSLF Dashboard (JG)

- JG noted that the current Dashboard reflects progress as of Oct 31. By January, going forward the document will start to capture previous month.
- DK identified that the CSLF schedule has been modified in order to avoid unnecessary winter works costs. Contractor will demobilize over winter and start up in the spring to avoid a premium for working in the winter. Planting will be done in the fall instead of spring.
- JG indicated that the river design remains the highest risk factor and in order to address that risk in a timely manner WT has arranged for the engagement of the peer review consultant, Geosyntech to assume the design responsibility from the original consultant. The new team was quickly able to advance a design using sheetpiles and clay liners at the bottom to control groundwater. WT will seek a new peer review firm to replace Geosyntech.

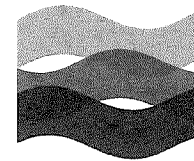
Future Agenda Items

- SDMA presentation in January
- Parks and River design in January
- Bridge Steel procurement update in January
- Lake Shore Recommendation in February
- Broadview Eastern Flood Protection Class EA preliminary preferred alternative in March

New Business

- Cash flow projections will begin to increase in the next quarter with the start of construction.

DS to establish a railway users meeting when a preliminary design and schedule for the preferred approach selected for the Railway spur crossing.



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DS to organize a City Managers meeting (Construction and Transportation) early in January to begin the approvals process, in anticipation of the traffic analysis

KD will remove the number of stages and pedestrian bridge items to be removed from the risk matrix in presentation

The above meeting notes are believed to be an accurate record of the discussions held and will be considered correct unless notification of any error or omission is submitted in writing within 7 days of the date of the circulation of the minutes.

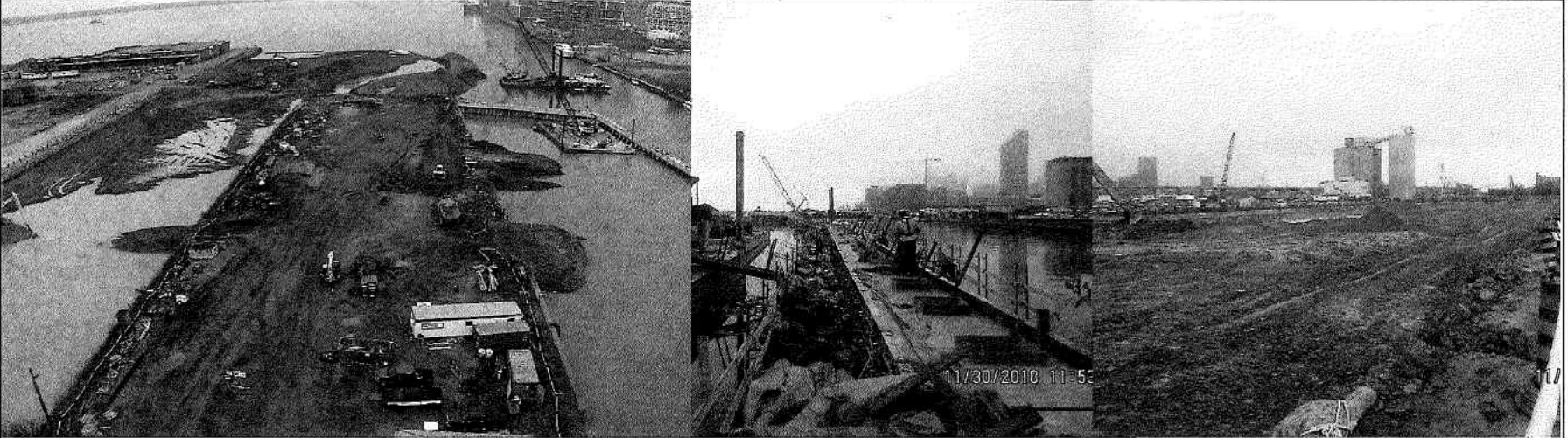
**Pages 432 to 434
are withheld
pursuant to paragraph
20(1)(b)
of the *Access to Information Act***

**Les pages 432 à 434
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
20(1)(b)
de la loi sur l'accès à l'information**

MONTHLY PROJECT STATUS REPORT for November 30, 2018

IDENTIFICATION/ SCOPE	PORT LANDS FLOOD PROTECTION			PFP02-00			CHERRY STREET STORM WATER AND LAKE FILLING PROJECT																									
	PROJECT SCOPE SUMMARY:			The project will create new landmass around the current Essroc Quay through lakefilling. This will stabilize the area shoreline under flood conditions, as the current dockwall on Essroc Quay is old and at a risk of collapsing under flooding conditions. Infilling Essroc Quay is an important element of safely conveying increasing storm and flood waters, although it does not eliminate the flood plain designation in the Port Lands. It will also improve water quality, optimize water and storm infrastructure, and create new naturalized open spaces and aquatic habitat. The project will ultimately form part of the proposed Promontory Park, which is a component of the larger Port Lands Flood Protection project.																												
PERSONNEL	ACCOUNTABLE EXECUTIVE:			David Kusturin			CONSULTANT(S): FIRM						DISCIPLINE(S)						KEY CONTACT(S)													
	WT SVP (PROJECT DELIVERY):			Julius Gombos			Michael Van Valkenburgh						Landscape Architecture, Integration						Herb Sweeney													
	WT DIRECTOR (P & D):			Pina Mallozzi			Jacobs						Engineer and Prime Consultant						Denise Lacchin													
	WT DIRECTOR (S & M):			Simon Karam			HDR						Risk Management						Fred Kramer													
	WT DIRECTOR (E):			Don Forbes / Meggen Janes			Hanscomb						Cost Consulting						Richard Acqui													
	WT DIRECTOR:			Ken Dion			Construction Manager						Ellis Don Civil Construction						Jose Cruz													
BUDGET & COST SUMMARY	ITEM			APPROVED BUDGET						COST CONTROL						STATUS																
	Phase	Description		Original Budget	Revisions/ Transfers	Current Budget		Total Committed (Incl. Non Contracted Cost)		Forecast to Complete		Anticipated Final Cost		Variance to Budget		Costs Incurred to Date		% Complete To Date														
		Soft Costs		\$ 7,341,000	\$ -	\$ 7,341,000		\$ 4,872,274		\$ 500,842		\$ 5,373,115		\$ 1,967,885		\$ 3,843,314		72%														
		Hard Costs		\$ 40,800,000	\$ -	\$ 40,800,000		\$ 51,290,123		\$ 4,134,704		\$ 55,424,827		\$ (14,624,827)		\$ 28,732,800		52%														
		Soil Pilot		\$ 375,000	\$ -	\$ 375,000		\$ 353,086		\$ -		\$ 353,086		\$ 21,914		\$ 337,930		96%														
		Project Management		\$ 1,950,000	\$ -	\$ 1,950,000		\$ 1,136,562		\$ 471,480		\$ 1,608,042		\$ 341,958		\$ 930,207		58%														
		Contingency (Design/Soft costs/Const.)		\$ 13,680,118	\$ -	\$ 13,680,118		\$ -		\$ 1,162,848		\$ 1,162,848		\$ 12,517,270		\$ -		0%														
		HST (Non-Recoverable 1.76%)		\$ 853,882	\$ -	\$ 853,882		\$ 988,197		\$ 89,884		\$ 1,078,081		\$ (224,199)		\$ 535,021		50%														
		TOTAL		\$ 65,000,000	\$ -	\$ 65,000,000		\$ 58,640,243		\$ 6,359,757		\$ 65,000,000		\$ 0		\$ 34,379,272		53%														
	SCHEDULE SUMMARY	Milestone			Original Target	Revised Target	Actual/ Forecast		Milestone						Original Target	Revised Target	Actual/ Forecast															
Announcement			14-Sep-16	14-Sep-16	0		Core Stone Placement						31-Jul-18	30-Jun-18	31																	
Interim Board Approval			25-Oct-16	25-Oct-16	0		Dockwall Construction						31-Aug-18	13-Jun-19	-286																	
Delivery Agreement			2-Jun-17	2-Jun-17	0		Lake Filling						31-Dec-18	28-May-19	-148																	
Consultant Procurement			31-Mar-17	31-Mar-17	0		Sewer Diversion						31-Dec-18	30-Apr-19	-120																	
Schematic Design			31-May-17	31-May-17	0		Revetment						31-Oct-18	27-Jun-19	-239																	
Board of Directors Capital Approval			13-Jun-17	13-Jun-17	0		Aquatic Habitat						31-Oct-18	25-Nov-19	-390																	
Authorities Having Jurisdiction Approvals			23-Aug-17	23-Aug-17	0		Project Completion						31-Mar-19	2-Dec-19	-246																	
Contractor Procurement			20-Sep-17	20-Sep-17	0																											
Tender Documents			31-Oct-17	31-Oct-17	0																											
CONSTRUCTION SCHEDULE	Notes:																															
		2017	2018												2019																	
	Package	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC						
	Core Stone	◆																														
	Dockwall		◆																													
	Lake Filling				◆																											
	Sewer Diversion				◆																											
	Revetment							◆																								
	Aquatic Habitat							◆																								
	Completion																															

MONTHLY PROJECT STATUS REPORT for November 30, 2018

LEGEND	PORT LANDS FLOOD PROTECTION		PFP02-00	CHERRY STREET STORM WATER AND LAKE FILLING PROJECT	
	PROGRESS/WORK ACCOMPLISHED THIS PERIOD			WORK PLANNED FOR NEXT PERIOD	
	1. Dredging of soft sediment at revetment toe			1. Dockwall anchor tensioning	
	2. Lakefill grading			2. Fish Salvage in Cell 1	
	3. Form/Rebar/Pour Cap Beam (Sta 1+008 - 1+062)			3. Placement of reclamation fill material in Cell 1	
	4. Delivery of stone			4. Revetment stone placement	
				5. Continue delivery of stone types	
	SITE PHOTOS: Overall Project Site Progress, Combi-Wall Progress, Lakefilling Progress				
					
	CRITICAL ISSUES & RISKS				Action By
1. Determine disposal location for mud inside lakefill area. Considering two options, going to Ports Toronto's Confined Disposal Facility (CDF) or keeping on site.				Jacobs	Jan-19
2. Consider deferring Marine works to eliminate winter work premium costs.				EllisDon/Jacobs/WT	Dec-18
3. Consider re-aligning the swale to allow material stockpiling for PLFPEI Project				EllisDon/Jacobs/MVVA	Jan-18
Cost			Schedule		
● Forecast to complete more than 10% over budget			● Forecast to complete more than six months behind schedule		
● Forecast to complete within 10% of budget			● Forecast to complete behind schedule by less than six months		
● Forecast to complete within budget			● Forecast to complete on schedule or before		
Issue Resolution					
● Outstanding issue resolution is currently delaying project or driving cost overrun in excess of 15%					
● Outstanding issue resolution may cause project delays within next two months					
● Currently no issues likely to critically impact project schedule or ultimate cost					

PLFP Monthly Program Dashboard - as of November 30th, 2018

Issued: January 7th, 2019

PROGRAM SUMMARY

CUMULATIVE STATUS

BUDGET STATUS

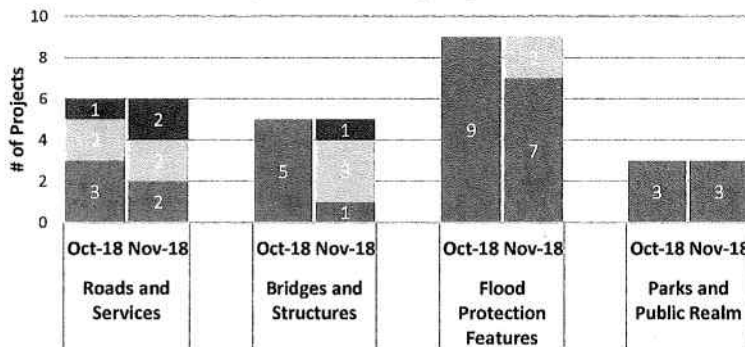
SCHEDULE STATUS

Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure program delivery.

NOTE: While the contractor is currently reporting schedule delays on individual projects, the end date for the delivery of the Port Lands Program remains unchanged. In addition, Waterfront Toronto is in the process of adjusting the overall program schedule to mitigate schedule risks that are being reported.

PROGRAM STATUS

Program Status - by Segment

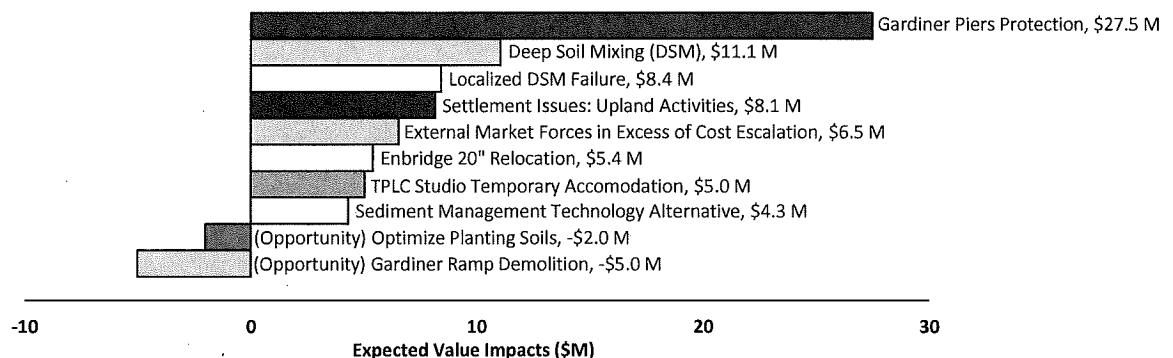


■	- On Schedule/0-1 months behind schedule
■	- Forecast to complete within approved budget
■	- 1-6 months behind schedule
■	- Forecast to complete within 10% of approved budget
■	- 6+ months behind schedule
■	- Forecast to complete more than 10% over approved budget

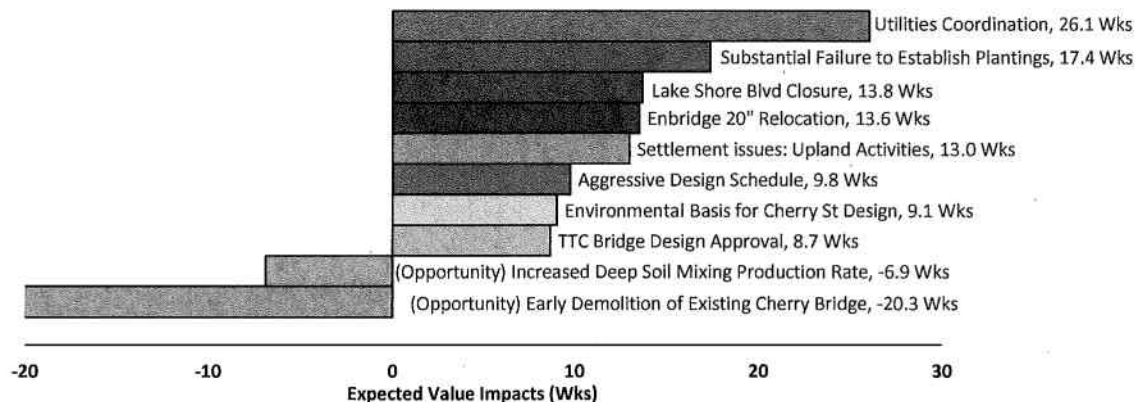
Project Name	Budget	Schedule
Commissioners St. West to New Cherry St.	●	●
Commissioners St. East to Saulter St.	●	●
Cherry Street Re-alignment	●	●
Don Roadway North	●	●
Hydro One Integration	●	●
Site Wide Municipal Infrastructure	●	●
Roads and Services	●	●
Cherry Keating-Cherry Street Bridge North	●	●
Cherry Polson-Cherry Street Bridge South	●	●
Commissioners Street Bridge	●	●
Old Cherry St Bridge Demolition	●	●
Lakeshore Road & Rail Bridge Modifications	●	●
Bridges and Structures	●	●
River Valley System & Don Greenway	●	●
Keating Channel Modifications	●	●
Polson Slip North Side Naturalization	●	●
Don Roadway Valley Wall Feature	●	●
Eastern Avenue Flood Protection	●	●
Flow Control Weirs	●	●
Sediment and Debris Management Area	●	●
Villiers Island Grading	●	●
Flood Protection Features	●	●
River Park North	●	●
River Park South	●	●
Promontory Park South	●	●
Parks and Public Realm	●	●
Cumulative	●	●

KEY RISKS & IMPACTS

Top Risks Impacting Project Cost



Top Risks Impacting Project Schedule

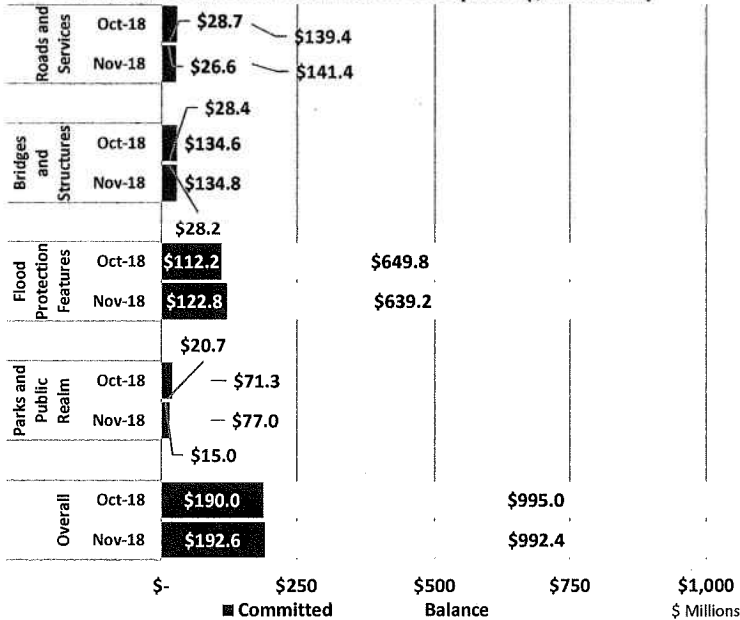


PLFP Monthly Program Dashboard - as of November 30th, 2018

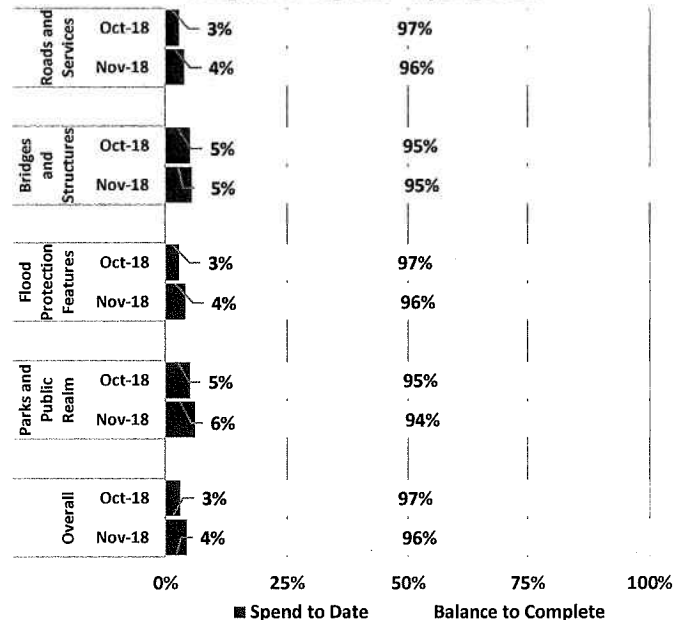
Issued: January 7th, 2019

PROGRAM BUDGET STATUS

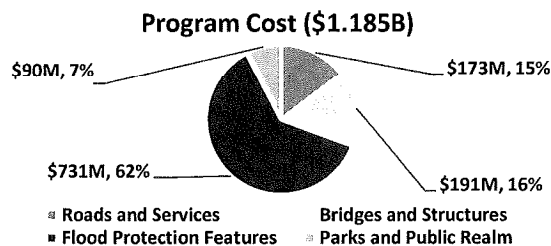
Commitments and Balance to Complete (\$ Millions)



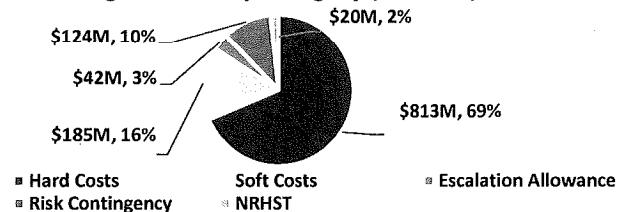
Program Progress - by Segment



PROGRAM BUDGET ALLOCATION



Program Cost by Category (\$1.185B)



FINANCIAL SUMMARY

Project Name	Due-Diligence Budget (\$M)	Approved Changes (\$M)	Approved Budget (\$M)	Total Commitments (\$M)	Estimate to Complete (\$M)	Estimate At Completion (\$M)	Variance to Approved Budget (\$M)	Costs Incurred to Date (\$M)	% Complete to Date
Commissioners St. West to New Cherry St.	\$ 18.00	\$ 8.00	\$ 26.00	\$ 3.80	\$ 22.20	\$ 26.00	\$ -	\$ 0.67	3%
Commissioners St. East to Sault St.	7.00	(1.35)	5.65	1.10	4.55	5.65	-	0.26	5%
Cherry Street Re-alignment (North & South of Keating)	22.00	14.26	36.26	5.78	30.48	36.26	-	2.08	6%
Don Roadway North	7.00	9.82	16.82	1.60	15.22	16.82	-	0.44	3%
Hydro One Integration	12.00	(3.60)	8.40	1.95	6.45	8.40	-	0.27	3%
Site Wide Municipal Infrastructure	102.00	(22.54)	79.46	12.41	67.05	79.46	-	2.89	4%
Cherry Keating-Cherry Street Bridge North	55.00	(14.99)	40.01	7.40	32.61	40.01	-	2.81	7%
Cherry Polson-Cherry Street Bridge South	42.00	(3.63)	38.37	8.86	29.51	38.37	-	3.68	10%
Commissioners Street Bridge/Don Roadway	43.00	5.30	48.30	7.51	40.79	48.30	-	2.65	5%
Lakeshore Road & Rail Bridge Modifications	19.00	41.46	60.46	3.69	56.77	60.46	-	0.98	2%
Old Cherry St. Bridge Demolition	4.00	(0.38)	3.62	0.74	2.88	3.62	-	0.12	3%
River Valley System & Don Greenway	486.00	49.21	535.21	83.03	452.18	535.21	-	22.07	4%
Keating Channel Modifications	35.00	(7.54)	27.46	4.78	22.68	27.46	-	0.84	3%
Polson Slip North Side Naturalization	60.00	(10.76)	49.24	9.05	40.19	49.24	-	1.91	4%
Don Roadway Valley Wall Feature	27.00	(5.62)	21.38	5.17	16.21	21.38	-	0.99	5%
Eastern Avenue Flood Protection	5.00	(0.64)	4.36	0.77	3.59	4.36	-	0.18	4%
East Harbour Flood Protection	5.00	(4.10)	0.90	0.60	0.90	0.90	-	-	0%
Flow Control Weirs	38.00	(16.22)	21.78	4.95	16.83	21.78	-	0.72	3%
Sediment and Debris Management Area	78.00	(18.97)	59.03	12.10	46.93	59.03	-	1.90	3%
Villiers Island Grading	28.00	(16.07)	11.93	2.31	9.62	11.93	-	0.72	6%
River Park North	23.00	(1.27)	21.73	4.85	16.88	21.73	-	1.49	7%
River Park South	27.00	(8.53)	18.47	5.21	13.26	18.47	-	1.52	8%
Promontory Park South	42.00	8.21	50.21	4.92	45.29	50.21	-	2.37	5%
Cumulative	\$ 1,185.00	\$ -	\$ 1,185.00	\$ 192.58	\$ 992.42	\$ 1,185.05	\$ -	\$ 51.56	4%

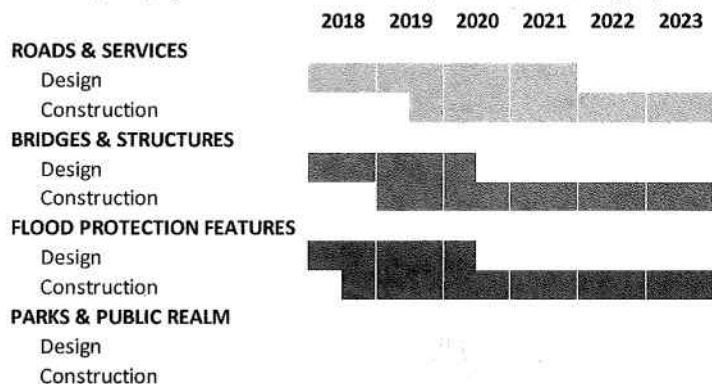
PLFP Monthly Program Dashboard - as of November 30th, 2018

Issued: January 7th, 2019

PROGRAM SCHEDULE STATUS

Program Timeline - by Segment

*Based on July 2018 program schedule which has not been updated to reflect 30% budget update.



Key Communications Milestones 2018-2019

Cherry Street Bridge North Begins	June-19
Excavation Begins	January-19
Public Meeting #3	May-19
Drop-In Centre Reopens	April-19

INDIGENOUS COMMUNITIES ENGAGEMENT

Completed To Date
- Mississaugas of the New Credit First Nation (MNCFN) Field Liaison Representative (FLR) Agreement signed by Waterfront Toronto
- MNCFN FLR's participated in fish monitoring and salvage activities with TRCA in November
- Communications continue between Waterfront Toronto and Department of Consultation and Accommodation at MNCFN
- Chief LaForme of the MNCFN attended and spoke at the Port Lands Ground Breaking Ceremony on November 28 th
Next Steps
- Follow-up communiques sent by TRCA to ensure that various Waterfront Toronto submittals to Indigenous Communities were received

PROGRAM PROGRESS - KEY TASKS

Key Tasks	November Completion	December Completion	January to March Completion	April to June Completion
To be Completed in Next 6 Months				
<div> <div></div> To be Secured <div></div> Delayed From Last Report <div></div> Original Date </div>				
Permits/Design Approvals to be Secured				
Lakes and Rivers Improvement Act: Cherry Bridge N & Old Cherry Demo	✓			
COT/ECS: Approval of 60% Cherry St Design	✓			
MOECP: Permit to Take Water (PTTW) - Keating Channel (Cherry St Re-alignment)		✓		
TRCA: Approval of Cherry Bridge N	✓		✓	
COT/ECS: Approval of 90% Cherry St Design		✓	✓	
MOECP: Permit to Take Water (PTTW) - Cherry Bridge N			✓	
MOECP: Environmental Compliance Approval for Soil Treatment			✓	
Contracts to be Secured				
River Valley Area: Laboratory and Testing	✓		✓	
Cherry St Road Construction: North of Keating		✓	✓	
Cherry Bridge N: Deep Foundation		✓	✓	
Bridges: Steel Structure Fabrication & Erection			✓	
Program: Dewatering and Water Treatment System			✓	
Program: Excavation & Soil Management				✓
Design Phase Status				
Cherry St Road Design	60% Design	90% Design	100% Design	
River Valley System & Don Greenway*		D&SP 100% Design		DSM & Exc. 100% Design
Polson Slip Naturalization		D&SP 100% Design		DSM & Exc. 100% Design
Bridges: Cherry N & S, Cherry Demo, Commissioners				100% Design
30% Update Component Budget to be Confirmed	✓			
Construction Completion				
River Valley Excavation (Start Date)			✓	
Geo/Environmental Boring Data			✓	
Installation of Water Treatment System				✓
Installation of Site Soil Treatment Plant				✓

*D&SP = Demolition & Site Preparation, DSM = Deep Soil Mixing, Exc. = Excavation

NOTE: Geosyntech has been named the new consultant for the River Valley and Greenway design. River Valley design still on track as per baseline schedule.

SITE PHOTOS



Figure 1

Underground storage tank uncovered at northeast corner of 51 Commissioners St



Figure 2

Stockpiling excavated swale material



Figure 3

Storm water collected in southern swale



Figure 4

Installation of culvert in northern swale



Figure 5

Hydrovac prepping area for GHD's drilling operations along Commissioners St



Figure 6

Construction of hoarding along Cherry St



WATERFRONToronto

MEMO

TO: PLFP Executive Steering Committee

Date: January 22nd, 2019

From: David Kusturin, Chief Project Officer

Subject: Port Lands Flood Protection and Enabling Infrastructure – Sediment and Debris Management Area

Background

The Don River currently enters Lake Ontario via the Keating Channel. Sediment carried down river passes beneath the Lake Shore Bridge and deposits within the channel. The Keating Channel requires regular dredging to maintain its lakebed elevation. Please refer to *Figure I* for an aerial view of the current Don River as it flows into the Keating Channel.

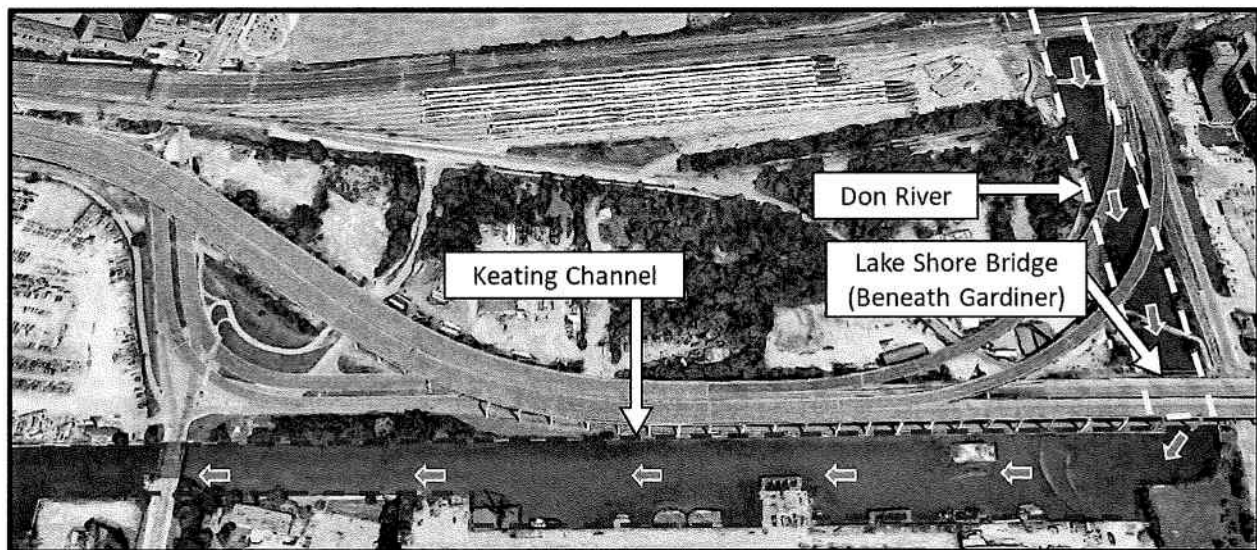


Figure I – Existing Don River and Keating Channel, Looking North

In order to achieve flood protection as part of the Port Land Flood Protection and Enabling Infrastructure (PLFPEI) Project, the Don River must be widened and deepened, to increase flow capacity, before entering the Keating Channel (and future new River Valley). The proposed Sediment and Debris Management Area (SDMA) is to be located north of Lake Shore Bridge, in the vicinity of the widened and deepened section of the Don River. Once the existing river mouth is altered, sediment will naturally begin to deposit within the SDMA. Please refer to *Figure II* for an aerial view of the required widening at the mouth of the existing Don River to allow for adequate flood water conveyance as part of the PLFPEI Project.



Figure II – Proposed SDMA Area and Required Widening

Challenges

If the Don River, in the location of the proposed SDMA, is widened and deepened to the extent required to provide long-term flood protection, which includes the Province required 50 cm freeboard, the structural integrity of the Don Valley Parkway (DVP) ramp piers in this area will be compromised.



In this scenario, to maintain traffic on the DVP ramps to and from the Gardiner Expressway, the ramp's piers will require temporary underpinning. Underpinning is a method by which each pier will be individually shored, structurally, by providing support below grade. Live traffic would be serviced by the underpinned piers until the DVP ramps are demolished upon the City of Toronto planned construction for the Gardiner East Environmental Assessment (pursuant of the Gardiner Hybrid III Alternative). Please refer to *Figure III* for an aerial view of piers impacted by the required river excavation.

Figure III – Ramp Piers Requiring Underpinning

Should the SDMA be constructed in the above-mentioned method, underpinning would take place in 2020 as a part of the PLFPEI Project at an estimated cost of 30 million dollars. The underpinned piers

would subsequently be demolished after 2023 as a part of the Gardiner East EA Project (Hybrid Option III). The estimated 30 million dollars would be unrecoverable, and the work would generate substantial risk associated with the shoring of multiple substructures that comprise the live DVP ramps.

Solution

An interim solution has been developed that negates the need for expensive short-term, and risky underpinning. The interim solution provides the same level of flood protection as the above (it does not provide the required 50 cm freeboard necessary for long-term flood protection). The interim solution involves widening and deepening the Don River in the SDMA via partial excavation so that the ramp's piers do not require underpinning. The interim condition would be serviceable for several years, until the Gardiner is realigned north of its current position. The full buildout SDMA, which will require full deepening of the channel (as opposed to partial) will be constructed after the piers are demolished.

Given that the new River Valley and naturalized mouth of the Don River will be excavated prior to the completion of the interim SDMA, a temporary flow diversion structure at the entrance to the new River Valley is being explored that will trap sediment and debris. If sediment from the Don River enters the new River Valley, it will collect within the new river plantings and decrease floodplain capacity. The proposed temporary flow diverter will be easy to remove during future construction.

During the interim phase of the SDMA, the majority of flows will be routed to Lake Ontario via the Keating Channel. It is estimated that the River Valley will only receive significant Don River flows during the 50-year return period (or greater). If pursued, a notch will be included within the temporary flow diversion structure to permit canoe access and some flow to enter the new River Valley. Protecting the River Valley from sediment accumulation will be essential to ensure the required floodplain capacity can be met. Please refer to *Figure IV* for a schematic plan of the interim SDMA.

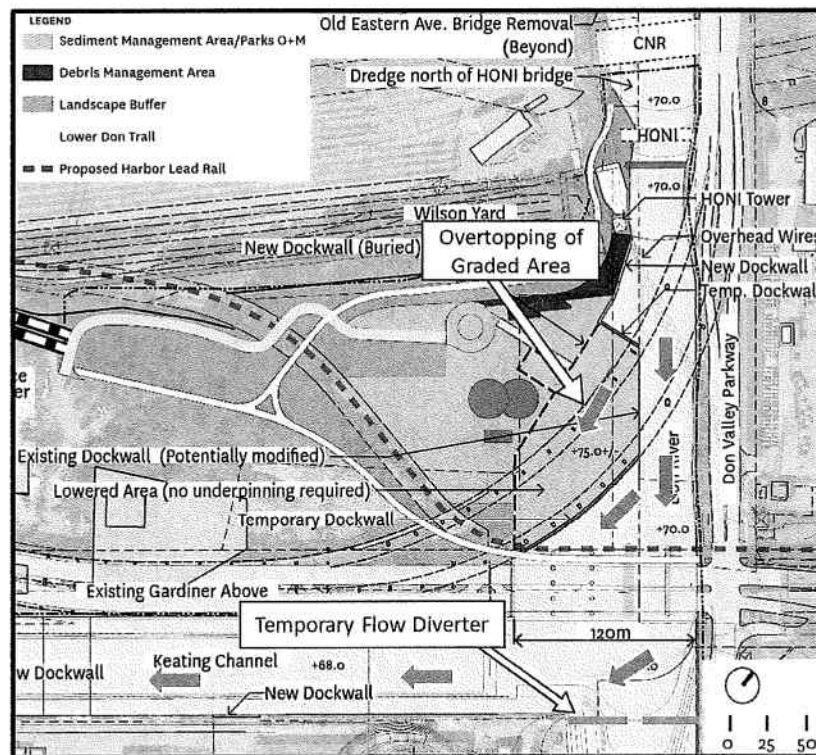


Figure IV – Proposed Interim SDMA

Two weirs (flow diversion structures) will be required to direct flow into the new River Valley during the full Buildout phase of the SDMA operation. The full buildout will also feature a completely widened and excavated Don River, along with removed dockwalls. The full buildout will operate at full sediment collection efficiency. Please refer to *Figure V* for a plan of the full buildout SDMA.

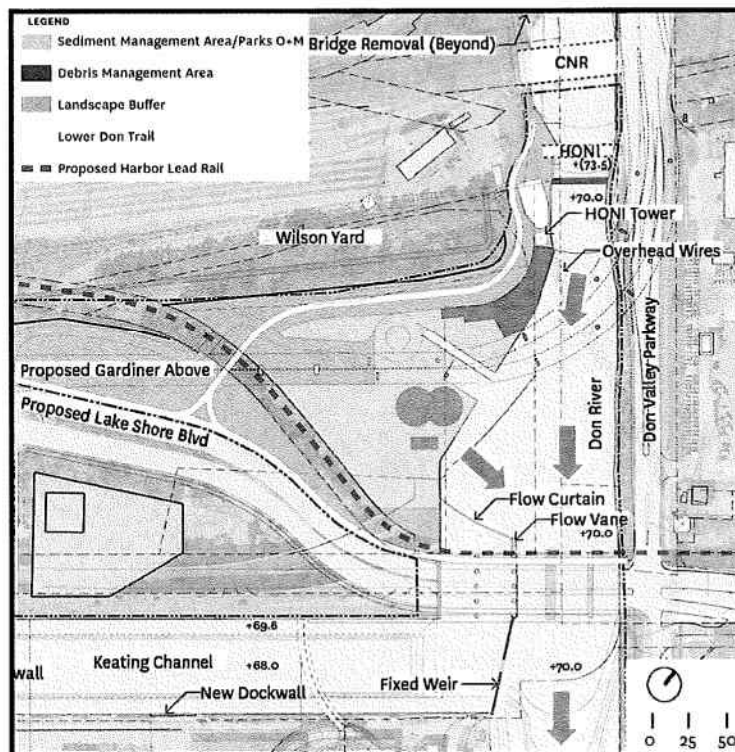


Figure V – Proposed Full Buildout SDMA

Supporting Studies

The SDMA design is being led by the PLFPEI prime consultant, Michael Van Valkenburgh and Associates (MVVA), with the support of the following subconsultants:

- WSP – Sediment Collection, Transport, and Operations Feasibility
- Limnotech – Hydrodynamic and Sediment Deposition Modelling
- GEI – Marine Engineering including Dockwall Assessment

Summary of Works and Recommendation

The interim and full buildout SDMA designs are currently being developed by the PLFPEI team. The anticipated work that will be completed after the DVP piers are removed from the Don River include:

- Full excavation of the SDMA area;
- Demolition of the existing dockwalls;
- Removal of temporary dockwalls;
- Construction of side flow weir;
- Construction of flow curtain; and
- Full demolition of the north plug (temporary debris containment structure).

Construction cost estimates will be continuously developed and tracked for future consideration. Funds for both the interim and full buildout SDMA are included in the PLFPEI budget.

The project team recommends the continued design, tendering, and construction of an interim SDMA for temporary flood protection which will later be built into the full buildout SDMA. This recommendation is made in acknowledgement that the proposed solution will require the long-term flood protection work to be completed after the Substantial Completion Date, March 31st, 2024, specified in the Contribution Agreement.

Port Lands Flood Protection

Sediment and Debris Management Area

Presentation to the Executive Steering Committee

January 22, 2019



Presentation Overview

- Objectives
- Background
- Challenges
- Solutions
- Supporting Studies
- Conclusion

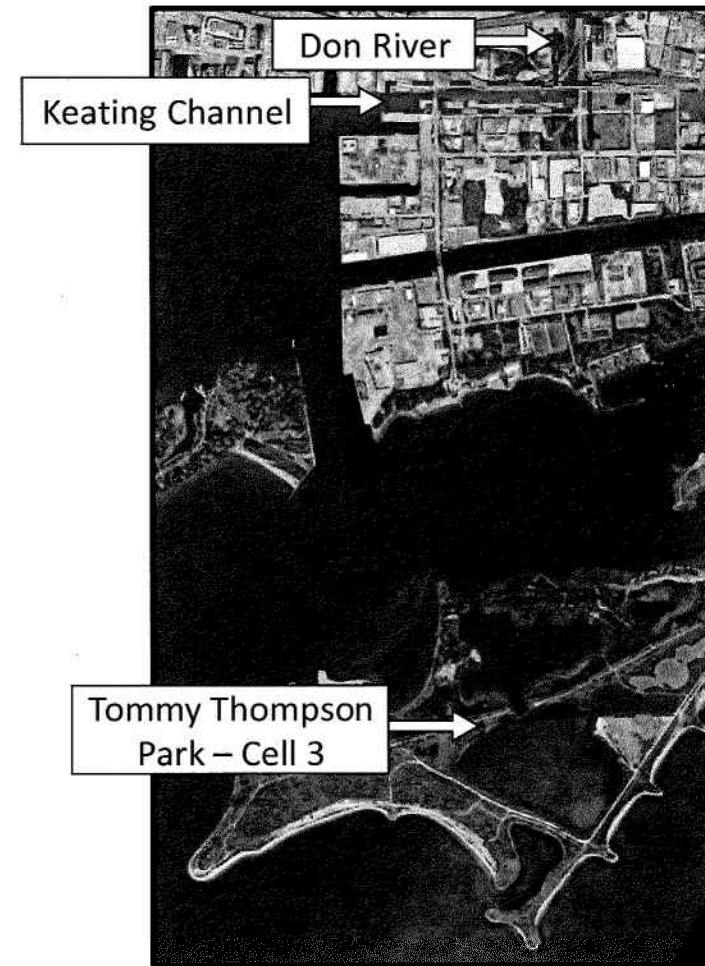
Objectives

- Provide update on the Sediment and Debris Management Area (SDMA) component of the Port Lands Flood Protection (PLFP) Program
- Identify Challenges and explain logic behind Solutions
- Seek approval to proceed with Interim SDMA Solution

Background

Current Sediment Removal Practices

- Sediments currently deposit in the Keating Channel
- Sediment collection performed by Ports Toronto
- Mechanical dredging
- Disposal at Tommy Thompson Park via barge (~7km roundtrip)



Background

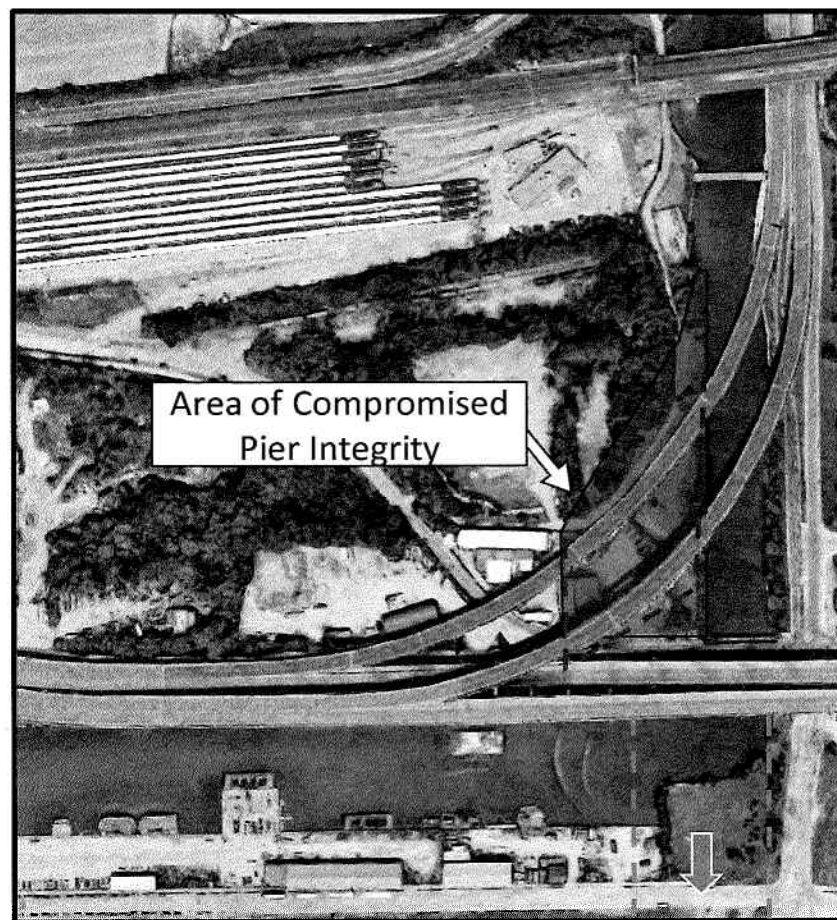
PLFP Requirements

- Don River widening and deepening to aid flood protection
- SDMA position to minimize maintenance within the new River Valley
- Flows split between the Keating Channel and new River Valley



Challenges

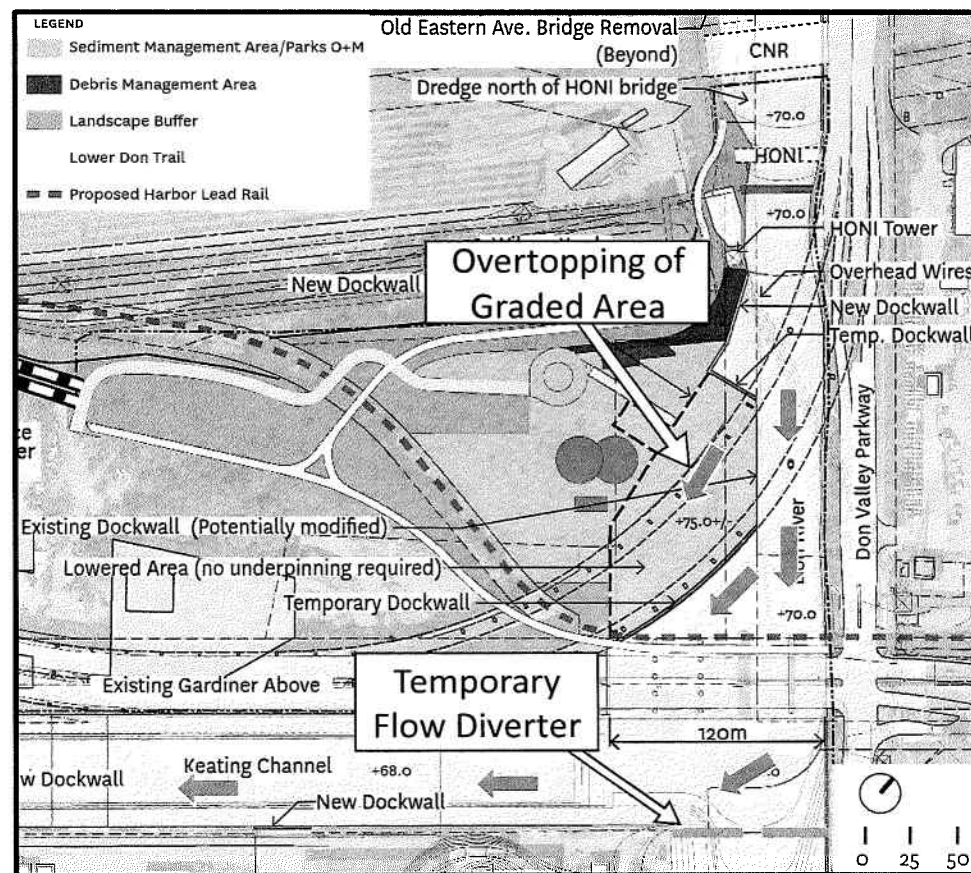
- Excavation threatens DVP Ramp pier integrity
- Risky and costly temporary underpinning of old substructures required (estimated at \$30M)
- Temporary underpinning required until Gardiner Hybrid 3 completed (post 2023)
- DVP and Gardiner to remain open throughout construction



Solutions

Overview

- Interim SDMA constructed to negate underpinning the DVP ramp piers
- Both underpinning in full buildout and partial excavation in the interim condition provide only Regional Storm flood protection and do not provide 50 cm freeboard (Province requirement)
- Full buildout SDMA to be built as part of (or after) the Gardiner Hybrid III Contract (date to be determined)
- Funds for both interim and full buildout SDMA are included in PLFP budget



Solution

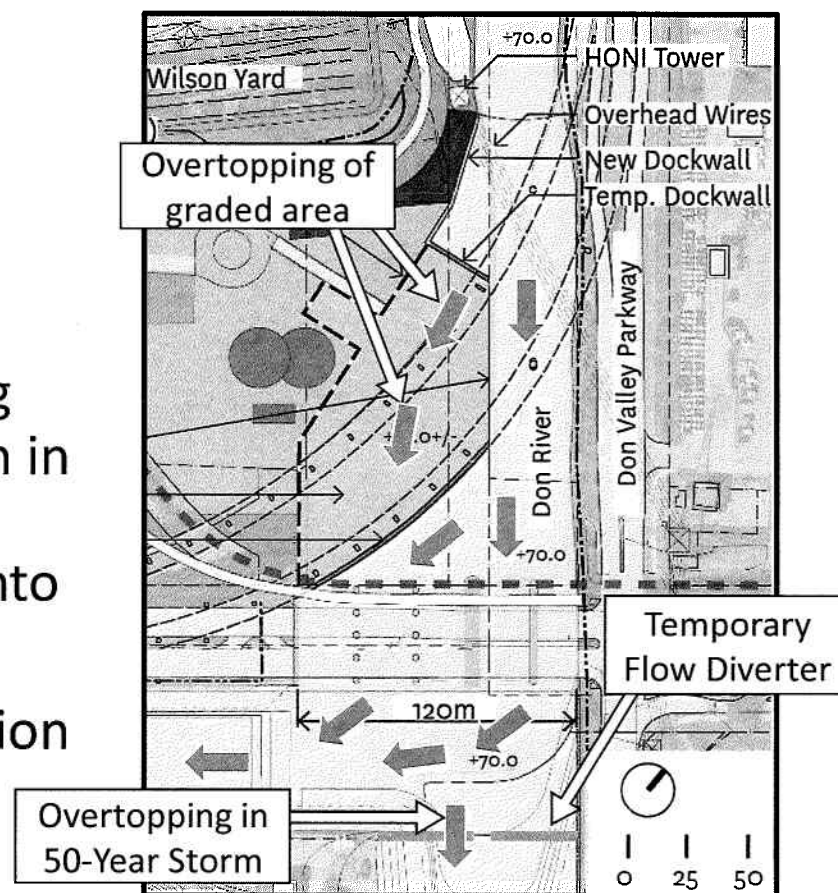
Interim Condition

- Installation of new dockwalls and modification of existing
- Partial excavation of widened section
- Possible temporary flow diverter (passable by canoe) being explored to divert flow and sediment from entering the new River Channel
- Achieves flood protection (except freeboard) and does not require underpinning
- Weirs to be constructed in full buildout condition
- Flood protection achieved however 50 cm freeboard flood capacity is not accommodated (as required by the Province)

Solution

Interim Condition

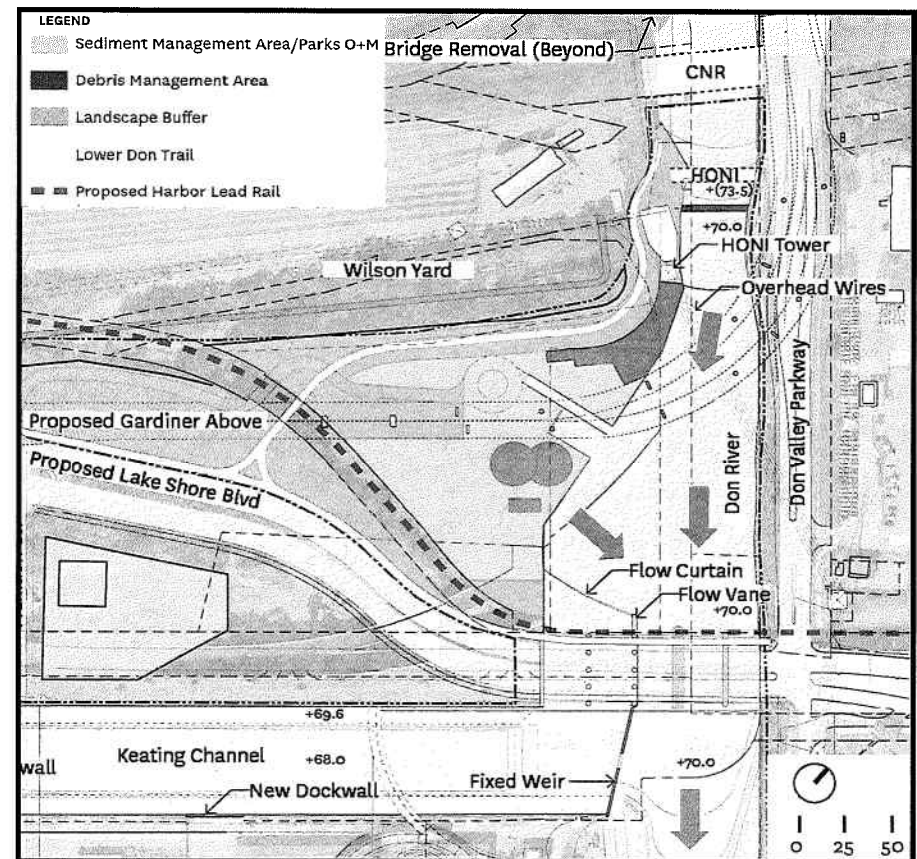
- Majority of flow goes down Keating Channel
- Significant flow will only enter the River Valley during events exceeding ~50 year return period storm. Notch in temporary flow diverter (being explored) could permit some flow into the new River Valley
- Interim sediment and debris collection method to be implemented



Solution

Full Buildout

- New DVP ramp is built and old piers are demolished
- Full demolition of existing dockwalls
- Sediment and debris collection and disposal operation at full efficiency
- Installation of weir system
- Removal of flow restriction into the new River Valley
- Full flood protection including 50cm freeboard achieved (estimated completed 2025-2028)



Supporting Studies

Studies being carried out to support the Interim and Full Buildout Designs:

- MVVA – Design Integration
- WSP – Sediment Collection, Transport, and Operations Feasibility
- Limnotech – Hydrodynamic and Sediment Deposition Modelling
- GEI – Marine Engineering including Dockwall Assessment

Conclusion

Recommendation:

- Continue design, tendering, and construction of an interim SDMA for temporary flood protection which will later be built into the full buildout SDMA.
- Acceptance that the proposed solution will require the long-term flood protection work to be completed after the Substantial Completion Date, March 31st, 2024, specified in the Contribution Agreement.

Next Steps:

- Design proceeds for both interim and full buildout SDMA
- Tender Interim SDMA construction package
- Meet with City to determine who is best suited to undertake full buildout SDMA construction and associated funding transfer arrangements if needed.

Pichette, Chanelle (INFC)

From: Sampada Chandane <[REDACTED]@waterfrontoronto.ca>
Sent: January 23, 2019 9:05 AM
To: Coffin, Erin (INFC); MacFarlane, Shainah (INFC)
Subject: Certification wording

Hi Erin/ Shainah,

Would you be able to provide me with the wording for certification as discussed yesterday?

Thanks,
Sampada

Pichette, Chanelle (INFC)

From: Ken Dion [REDACTED]@waterfronttoronto.ca>
Sent: January 24, 2019 12:00 PM
To: Julie Bowering; Michael Kraljevic; Leslie Gash; Christopher Glaisek; David Kusturin; Edward Chalupka; Julius Gombos; Pina Mallozzi; Michael Nobrega; Mira Shenker; 'David Stonehouse'; Kyle Knoeck; Lynda Macdonald; 'Mike (EDC) Williams'; [REDACTED]@toronto.ca; Lou Di Gironimo; hon lu; 'Nik Chatterjee'; 'Steven Trumper'; Coffin, Erin (INFC); Nassif, Marie-Pier (INFC); 'adam.redish@ontario.ca'; 'Ren, Wendy (MOI)'; 'John.Mackenzie@trca.on.ca'; Cam.Whitehead@ontario.ca; Nancy Gaffney; Laura Stephenson; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Colleen Auld; Steve McKenna; Tracey.Cook@toronto.ca
Cc: [REDACTED] Mary Scotland; 'Andrea Broughton'; 'Elaine Hung'; 'Leena Eappen'; 'Janice Paterson'; 'michelle.sirizzotti@trca.on.ca'; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; [REDACTED] Michelle.Jennings@ontario.ca; [REDACTED]@toronto.ca; McCallum, Robert (INFC); MacFarlane, Shainah (INFC)
Subject: RE: Port Lands Executive Steering Committee - January 22

Good morning

Please find a download link to the Parks and River Design Update Presentation shown at the January 22, 2019 ESC Meeting.

<https://we.tl/t-3qBjGerMVD>

Sincerely

Ken Dion

From: Ken Dion

Sent: Monday, January 21, 2019 2:11 PM

To: Julie Bowering [REDACTED]@waterfronttoronto.ca>; [REDACTED]; Leslie Gash <LGash@waterfronttoronto.ca>; Christopher Glaisek <CGLaisek@waterfronttoronto.ca>; David Kusturin <DKusturin@waterfronttoronto.ca>; Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Julius Gombos <JGombos@waterfronttoronto.ca>; Pina Mallozzi <PMallozzi@waterfronttoronto.ca>; Michael Nobrega [REDACTED]@waterfronttoronto.ca>; Mira Shenker <MShenker@waterfronttoronto.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca>; 'Kyle Knoeck' [REDACTED]@toronto.ca>; 'Lynda Macdonald' [REDACTED]@toronto.ca>; 'Mike (EDC) Williams' <Mike.Williams@toronto.ca>; [REDACTED]@toronto.ca>; [REDACTED]@toronto.ca>; 'Lou Di Gironimo' [REDACTED]@toronto.ca>; [REDACTED] Chatterjee' <nchatterjee@createto.ca>; [REDACTED] 'kathy.morin@canada.ca' <kathy.morin@canada.ca>; 'marie-pier.nassif@canada.ca' <marie-pier.nassif@canada.ca>; 'adam.redish@ontario.ca' <adam.redish@ontario.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'John.Mackenzie@trca.on.ca' <John.Mackenzie@trca.on.ca>; 'Cam.Whitehead@ontario.ca' <Cam.Whitehead@ontario.ca>; Nancy Gaffney [REDACTED]@trca.on.ca>; Laura Stephenson [REDACTED]@trca.on.ca>; 'Ann-Marie.Nasr@toronto.ca' <Ann-Marie.Nasr@toronto.ca>; 'Mtolensky@trca.on.ca' <Mtolensky@trca.on.ca>; Colleen Auld [REDACTED]@toronto.ca>; 'Steve McKenna' [REDACTED]@toronto.ca>; 'Tracey.Cook@toronto.ca' <Tracey.Cook@toronto.ca>
Cc: [REDACTED]@waterfronttoronto.ca>; Mary Scotland [REDACTED]@waterfronttoronto.ca>; 'Andrea Broughton' [REDACTED]@toronto.ca>; 'Elaine Hung' [REDACTED]@toronto.ca>; 'Leena Eappen' <Leena.Eappen@trca.on.ca>; [REDACTED]; 'michelle.sirizzotti@trca.on.ca'

<michelle.sirizzotti@trca.on.ca>; [REDACTED]@toronto.ca' [REDACTED]@toronto.ca'; 'Kyla.Marrin@ontario.ca'
 <Kyla.Marrin@ontario.ca>; 'Ibukun.Olowude@ontario.ca' <Ibukun.Olowude@ontario.ca>; 'Adrian.Lue@ontario.ca'
 <Adrian.Lue@ontario.ca>; [REDACTED]@toronto.ca>; 'Michelle.Jennings@ontario.ca'
 <Michelle.Jennings@ontario.ca>; [REDACTED]@toronto.ca' - [REDACTED]@toronto.ca>

Subject: RE: Port Lands Executive Steering Committee - January 22

Good afternoon,

Please find enclosed the PLPEI Project Update and Upcoming Works Presentation for tomorrow's ESC meeting at City Hall.

If you have any concerns or questions, please feel free to contact me at your convenience.

Sincerely,

Ken Dion

From: Ken Dion

Sent: Friday, January 18, 2019 4:59 PM

To: Julie Bowering [REDACTED]@waterfrontoronto.ca>; [REDACTED] Leslie Gash
 <LGash@waterfrontoronto.ca>; Christopher Glaisek <CGlaisek@waterfrontoronto.ca>; David Kusturin
 <DKusturin@waterfrontoronto.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>; Julius Gombos
 <JGombos@waterfrontoronto.ca>; Pina Mallozzi <PMallozzi@waterfrontoronto.ca>; Michael Nobrega
 [REDACTED]@waterfrontoronto.ca>; Mira Shenker <MShenker@waterfrontoronto.ca>; 'David Stonehouse'
 <David.Stonehouse@toronto.ca>; Kyle Knoeck <[REDACTED]@toronto.ca>; Lynda Macdonald
 [REDACTED]@toronto.ca>; 'Mike (EDC) Williams' <Mike.Williams@toronto.ca>; [REDACTED]@toronto.ca'
 [REDACTED]@toronto.ca>; Lou Di Gironimo [REDACTED]@toronto.ca> [REDACTED]
 [REDACTED] > [REDACTED]; 'kathy.morin@canada.ca'
 <kathy.morin@canada.ca>; 'marie-pier.nassif@canada.ca' <marie-pier.nassif@canada.ca>; 'adam.redish@ontario.ca'
 <adam.redish@ontario.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'John.Mackenzie@trca.on.ca'
 <John.Mackenzie@trca.on.ca>; Cam.Whitehead@ontario.ca; Nancy Gaffney [REDACTED]@trca.on.ca>; Laura Stephenson
 [REDACTED]@trca.on.ca>; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Colleen Auld [REDACTED]@toronto.ca>;
 Steve McKenna [REDACTED]@toronto.ca>
Cc: [REDACTED]@waterfrontoronto.ca>; Mary Scotland <[REDACTED]@waterfrontoronto.ca>; 'Andrea
 Broughton' [REDACTED]@toronto.ca>; 'Elaine Hung' [REDACTED]@toronto.ca>; 'Leena Eappen'
 <Leena.Eappen@trca.on.ca>; [REDACTED]; 'michelle.sirizzotti@trca.on.ca'
 <michelle.sirizzotti@trca.on.ca>; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca;
 Adrian.Lue@ontario.ca; [REDACTED]@toronto.ca>; Michelle.Jennings@ontario.ca;
 [REDACTED]@toronto.ca

Subject: Port Lands Executive Steering Committee - January 22

Good Afternoon,

Please find the enclosed **meeting materials** for the upcoming Port Lands ESC Meeting scheduled for January 22, 2019 at Toronto City Hall.

- 1) December 19, 2018 ESC Meeting Minutes
- 2) January 22, 2019 ESC #16 Meeting Agenda
- 3) Dashboard for PFLPEI_End of November 2018

- 4) Dashboard for CSLF_End of November 2018
- 5) [REDACTED]
- 6) Sediment and Debris Management Area PPT_Jan22_2019
- 7) Sediment and Debris Management Memo_Jan22_2019

Thanks,
Ken Dion

kenneth m. dion | project director, port lands integration | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | office ph #: [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

Pichette, Chanelle (INFC)

From: Nassif, Marie-Pier (INFC)
Sent: January 24, 2019 12:02 PM
To: 'Ann Landry'
Cc: Emil Zelic; Pichette, Chanelle (INFC)
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

My phone number is in my block signature below: 613-960-9422.

From: Ann Landry [mailto:████████@waterfrontoronto.ca]
Sent: January 24, 2019 12:01 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Emil Zelic <████████@waterfrontoronto.ca>; Pichette, Chanelle (INFC) <chanelle.pichette@canada.ca>
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

Hi Marie-Pier, I'll have Emil call you at 3pm – what number should he call?

Ann

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Thursday, January 24, 2019 11:22 AM
To: Ann Landry ██████████@waterfrontoronto.ca>
Cc: Emil Zelic <████████@waterfrontoronto.ca>; Pichette, Chanelle (INFC) <chanelle.pichette@canada.ca>
Subject: Re: PLFPEI Oversight Committee Meetings - 2019

3pm works well on my end. Thanks.

Sent from my iPhone

On Jan 24, 2019, at 11:17 AM, Ann Landry <████████@waterfrontoronto.ca> wrote:

Good Morning Marie-Pier, Emil is available tomorrow at 1pm or 3pm for a call. Does either time work for you?

Regards,
 Ann

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Thursday, January 24, 2019 10:53 AM
To: Ann Landry ██████████@waterfrontoronto.ca>
Cc: Emil Zelic <████████@waterfrontoronto.ca>; Pichette, Chanelle (INFC) <chanelle.pichette@canada.ca>
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

Ann, Emil,

Would Friday afternoon work for a call? In addition to discussing the agenda for the next OC meeting, I believe we need to touch base on the claim process.

I've copied Chanelle so she can help with the scheduling.

Many thanks,
Marie-Pier

From: Ann Landry [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: January 16, 2019 12:12 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Cc: Emil Zelic <[REDACTED]@waterfrontoronto.ca>
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

Will do Marie-Pier. Thanks

I was just about to send you an email regarding the February 20th meeting. As you know, Emil chaired the last meeting and so the February 20th meeting will be chaired by you.

Emil has asked that I set up a call for you and him to discuss an agenda for the February 20th meeting.

Can you please provide a couple of dates and times for this call and we'll get it into the calendar.

Thanks very much.
Ann

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Wednesday, January 16, 2019 12:01 PM
To: Ann Landry [mailto:[REDACTED]@waterfrontoronto.ca]
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

Robert is the manager on the file. I've assigned him sometime in October – [REDACTED] So please include him in correspondence related to WT.

Many thanks,
MP

From: Ann Landry [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: January 16, 2019 11:38 AM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

Hi Erin, has Robert McCallum replaced Joshua Hobbs?

Ann

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: Wednesday, January 16, 2019 10:15 AM
To: Ann Landry [mailto:[REDACTED]@waterfrontoronto.ca]
Cc: erin.coffin@canada.ca; MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>; McCallum, Robert (INFC) <robert.mccallum@canada.ca>
Subject: RE: PLFPEI Oversight Committee Meetings - 2019

Good morning Ann,

Apologies for the delay in responding. The below dates work for us, at the present time – presuming that you meant Thursday, May 16th (and not the 15th)?

Thanks for sending the calendar invitations.

Marie-Pier

Marie-Pier Nassif

Director, Program Operations Branch
Infrastructure Canada | Government of Canada
Marie-Pier.Nassif@canada.ca | Tel: 613-960-9422 | Cel: [REDACTED]

Directrice, Direction générale des opérations
Infrastructure Canada | Gouvernement du Canada
Marie-Pier.Nassif@canada.ca | Tél: 613-960-9422 | Cell: [REDACTED]

From: Ann Landry [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: January 11, 2019 8:46 PM
To: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>; Coffin, Erin (INFC) <erin.coffin@canada.ca>; MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>
Subject: FW: PLFPEI Oversight Committee Meetings - 2019

Marie-Pier, Erin, and Shainah:

I sent a proposed 2019 schedule of PLFPEI Oversight Committee Meetings back in October but have only heard from Joshua to date.

Can you please take a look at the dates below and let me know if they work for you so that I can confirm them in the calendars at this end.

Thanks very much.

Regards,
Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfrontoronto.ca | www.waterfrontoronto.ca

<image001.png>

From: Ann Landry
Sent: Friday, October 26, 2018 4:31 PM
To: 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>; 'erin.coffin@canada.ca' <erin.coffin@canada.ca>; 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; 'shainah.macfarlane@canada.ca' <shainah.macfarlane@canada.ca>
Subject: PLFPEI Oversight Committee Meetings - 2019

Happy Friday Everyone,

As per our meeting yesterday, I've looked at the 2019 Calendar and would like to propose the following meeting dates for 2019:

Thursday, February 20th – 2:00pm – 3:30pm
Thursday, May 15th – 2:00pm – 3:30pm
Thursday, August 15th – 3:00pm – 4:30pm
Thursday, November 21st – 3:00pm – 4:30pm

Please let me know if the dates work for you – at least at the present time.

Regards,

Ann

ann.landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]

[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca

<image001.png>

Pichette, Chanelle (INFC)

From: Emil Zelic [REDACTED]@waterfronttoronto.ca>
Sent: January 25, 2019 1:39 PM
To: Nassif, Marie-Pier (INFC); Ann Landry
Subject: RE: Phone Call - Marie-Pier and Emil re February 20th Oversight Committee Meeting Agenda

calling you right back

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Sent: January 25, 2019 1:38 PM
To: Ann Landry <[REDACTED]@waterfronttoronto.ca>; Emil Zelic [REDACTED]@waterfronttoronto.ca>
Subject: RE: Phone Call - Marie-Pier and Emil re February 20th Oversight Committee Meeting Agenda

Ann, Emil,

I just tried to call you, but hit the voicemail. I'm at 613-960-9422 should you be in a position to call me back.

Thank you and apologies for being a few minutes late.
 Marie-Pier

-----Original Appointment-----

From: Ann Landry [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: January 24, 2019 3:49 PM
To: Nassif, Marie-Pier (INFC); Emil Zelic
Subject: Phone Call - Marie-Pier and Emil re February 20th Oversight Committee Meeting Agenda
When: January 25, 2019 1:30 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Emil to call Marie-Pier - 613-960-9422

The minutes from the October 25th meeting are attached for reference.

Regards,
 Ann

<< File: Meeting Notes - October 25, 2018 - DK.docx >>

Pichette, Chanelle (INFC)

From: Ken Dion <[REDACTED]@waterfrontoronto.ca>
Sent: February 8, 2019 7:58 AM
To: Michael Kraljevic; Leslie Gash; Christopher Glaisek; David Kusturin; Edward Chalupka; Julius Gombos; Pina Mallozzi; Michael Nobrega; Mira Shenker; 'David Stonehouse'; Julie Bowering; Kyle Knoeck; Lynda Macdonald; 'Mike (EDC) Williams'; [REDACTED]@toronto.ca; hon lu; 'Nik Chatterjee'; 'Steven Trumper'; Nassif, Marie-Pier (INFC); 'adam.redish@ontario.ca'; 'Ren, Wendy (MOI)'; 'John.Mackenzie@trca.on.ca'; Cam.Whitehead@ontario.ca; Nancy Gaffney; Laura Stephenson; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Colleen Auld; Steve McKenna; Tracey.Cook@toronto.ca; Coffin, Erin (INFC)
Cc: [REDACTED] Mary Scotland; 'Andrea Broughton'; 'Elaine Hung'; 'Leena Eappen'; 'Janice Paterson'; 'michelle.sirizzotti@trca.on.ca'; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; [REDACTED] Michelle.Jennings@ontario.ca; [REDACTED]@toronto.ca; McCallum, Robert (INFC); MacFarlane, Shainah (INFC); Inthika Senathirajah; Jonathan Lam
Subject: CANCELLED - Port Lands Executive Steering Committee - February 13, 2019

Please note, the ESC meeting scheduled for February 13th has been CANCELLED.

The March ESC will also need to be rescheduled.

We will be seeking your availability to reschedule the March ESC meeting either today or early next week..

Sorry for the inconvenience.

Sincerely

Ken Dion

From: Ken Dion

Sent: Friday, January 18, 2019 4:59 PM

To: Julie Bowering <[REDACTED]@waterfrontoronto.ca>; [REDACTED]; Leslie Gash <LGash@waterfrontoronto.ca>; Christopher Glaisek <CGlaisek@waterfrontoronto.ca>; David Kusturin <DKusturin@waterfrontoronto.ca>; Edward Chalupka <[REDACTED]@waterfrontoronto.ca>; Julius Gombos <JGombos@waterfrontoronto.ca>; Pina Mallozzi <PMallozzi@waterfrontoronto.ca>; Michael Nobrega <[REDACTED]@waterfrontoronto.ca>; Mira Shenker <MShenker@waterfrontoronto.ca>; 'David Stonehouse' <David.Stonehouse@toronto.ca>; Kyle Knoeck <[REDACTED]@toronto.ca>; Lynda Macdonald <[REDACTED]@toronto.ca>; 'Mike (EDC) Williams' <Mike.Williams@toronto.ca>; [REDACTED]@toronto.ca; [REDACTED]@toronto.ca; Lou Di Gironimo <[REDACTED]@toronto.ca>; [REDACTED]; 'Nik Chatterjee' <nchatterjee@createto.ca>; 'Steven Trumper' <STrumper@createto.ca>; 'kathy.morin@canada.ca' <kathy.morin@canada.ca>; 'marie-pier.nassif@canada.ca' <marie-pier.nassif@canada.ca>; 'adam.redish@ontario.ca' <adam.redish@ontario.ca>; 'Ren, Wendy (MOI)' <Wendy.Ren@ontario.ca>; 'John.Mackenzie@trca.on.ca' <John.Mackenzie@trca.on.ca>; Cam.Whitehead@ontario.ca; Nancy Gaffney <[REDACTED]@trca.on.ca>; Laura Stephenson <[REDACTED]@trca.on.ca>; Ann-Marie.Nasr@toronto.ca; Mtolensky@trca.on.ca; Colleen Auld <[REDACTED]@toronto.ca>; Steve McKenna <[REDACTED]@toronto.ca>
Cc: [REDACTED]@waterfrontoronto.ca; Mary Scotland <[REDACTED]@waterfrontoronto.ca>; 'Andrea Broughton' <[REDACTED]@toronto.ca>; 'Elaine Hung' <[REDACTED]@toronto.ca>; 'Leena Eappen' <Leena.Eappen@trca.on.ca>; [REDACTED]; 'michelle.sirizzotti@trca.on.ca'

<michelle.sirizzotti@trca.on.ca>; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca;
Adrian.Lue@ontario.ca; [REDACTED]@toronto.ca>; Michelle.Jennings@ontario.ca;
[REDACTED]@toronto.ca

Subject: Port Lands Executive Steering Committee - January 22

Good Afternoon,

Please find the enclosed **meeting materials** for the upcoming Port Lands ESC Meeting scheduled for January 22, 2019 at Toronto City Hall.

- 1) December 19, 2018 ESC Meeting Minutes
- 2) January 22, 2019 ESC #16 Meeting Agenda
- 3) Dashboard for PFLPEI_End of November 2018
- 4) Dashboard for CSLF_End of November 2018
- 5) [REDACTED]
- 6) Sediment and Debris Management Area PPT_Jan22_2019
- 7) Sediment and Debris Management Memo_Jan22_2019

Thanks,
Ken Dion

kenneth m. dion | project director, port lands integration | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | office ph #:
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

Pichette, Chanelle (INFC)

From: Ann Landry [REDACTED]@waterfronttoronto.ca>
Sent: February 16, 2019 3:50 PM
To: Nassif, Marie-Pier (INFC); Coffin, Erin (INFC); MacFarlane, Shainah (INFC); Hobbs, Joshua (INFC); Campbell, Deborah (INFC); McCallum, Robert (INFC); David Kusturin; Emil Zelic; Julius Gombos; Lisa Taylor; Edward Chalupka; Mira Shenker; Sasha Jurak
Subject: Canada-Waterfront Toronto PLFP Oversight Committee Meeting Materials - February 20, 2019
Attachments: Canada-Waterfront Toronto Oversight Committee Meeting Materials - February 20, 2019.pdf

Good Afternoon,

Please find attached the materials for the upcoming Oversight Committee Meeting to be held on February 20, 2019. Apologies for the late arrival.

Regards,
Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

**Toronto Waterfront Revitalization Initiative (TWRI)
Canada-Waterfront Toronto Oversight Committee
Port Lands Flood Protection and Enabling Infrastructure Project
Meeting #3**

Chair:

The meeting will be chaired by
Marie-Pier Nassif

Teleconference Details

Dial-in number:

Conference ID: [REDACTED]

Date: Wednesday, February 20, 2019

Time: 2:00 – 3:30pm

Members: Emil Zelic (Waterfront Toronto Co-Chair)
Marie-Pier Nassif (Federal Co-chair)

Additional Participants:

- Robert McCallum (INFC)
- Erin Coffin (INFC)
- Shainah MacFarlane (INFC)
- Deborah Campbell (Aboriginal Consultation and Environmental Services - INFC)
- Joshua Hobbs (Communications - INFC)
- David Kusturin (WT)
- Ed Chalupka (WT)
- Julius Gombos (WT)
- Lisa Taylor (WT)

AGENDA

Introduction and Welcome to all Members

Chair

**Review and Approval of Meeting Notes for the
October 25, 2018 Meeting**

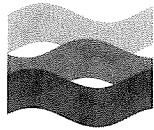
Members

Review of Action Items from the October 25, 2018 Meeting

- **Action Item:** WT will provide a more detailed version of the Financial Summary showing the additional columns at our disposal so that INFC can decide if they need more information than what is currently provided.
- **Action Item:** WT will provide a 1-page narrative and quarterly cashflow report to complement the Program Dashboard.
- **Action Item:** WT will set up a call with INFC to address the challenges WT is facing with the new claims format.
- **Action Item:** WT will send the current claims template to INFC and INFC will do a comparison of the old and new format to see if the old format provides the required information.
- **Action Item:** Add "Communications" as a standing Agenda item for future meetings and WT will have a Communications person attend all future meetings.
- **Action Item:** WT will poll members and participants to create a 2019 schedule of quarterly meetings.

Members

Progress Reporting Timelines	Emil Zelic Sasha Jurak
Claims <ul style="list-style-type: none"> • Debrief/lessons learned from the January 2019 claim submission • Claims process going forward 	Marie-Pier Nassif
PLFP Status <ul style="list-style-type: none"> • Waterfront Toronto to provide updates 	David Kusturin Julius Gombos
Communications <ul style="list-style-type: none"> • Schedule H – Communications Protocol • Creation of the Subcommittee on Communications • Government of Canada requirements for communications materials 	Erin Coffin Joshua Hobbs
Date and Time of Next Meeting	All



WATERFRONTToronto

**Canada-Waterfront Toronto Oversight Committee–February 20, 2019
Item 2 – Review and Approval of Meeting Notes from
October 25, 2018 Meeting
Committee Members**

The Meeting Notes from the October 25, 2018 meeting will be tabled for review and approval by the Committee Members.

**Toronto Waterfront Revitalization Initiative (TWRI)
Canada-Waterfront Toronto Oversight Committee
Port Lands Flood Protection and Enabling Infrastructure Project
Meeting #2**

Chair: The meeting was chaired by
Emil Zelic

Teleconference Details

Conference ID: [REDACTED]

Toll-free Dial-in number: [REDACTED]

Room: Townhall

Date: Thursday, October 25, 2018

Time: 10:30am – 12:00noon

Members: Emil Zelic (Waterfront Toronto Co-Chair)
Marie-Pier Nassif (Federal Co-chair)

Additional Participants: Erin Coffin (INFC) Krishen Matharu (INFC), Shainah MacFarlane (INFC), Joshua Hobbs (INFC), David Kusturin (WT), Julius Gombos (WT), Lisa Taylor (WT), Sasha Jurak.

AGENDA

Introduction and Welcome to all Members

Chair

Review and Approval of Meeting Notes for the September 21, 2018 Meeting

- Meeting Notes approved.
- Action Items reviewed – all have been completed.
- It was agreed that going forward, Action Items will be reviewed following the review of the minutes.
- ACTION ITEM: Going forward, Action Items from the previous meeting will be reviewed following the review of the minutes.


Members

Progress Reporting Timelines

- **Determine frequency of reporting (quarterly/semi-annually)**
- **Examine PLFP Status Dashboard for content and adequacy of information**

- It was agreed that future meetings will take place quarterly and every effort will be made to align the meetings with the IGSC meetings.
- WT provided an in-depth overview of the PLFP Program Dashboard which is prepared on a monthly basis and includes the following elements:
 - Program Summary;
 - Program Risk Status;
 - Key Risks and Impacts;
 - Program Budget Status;
 - Program Budget Allocation;
 - Financial Summary;
 - Program Schedule Status; and
 - Program Progress – Key Tasks.
- WT responded to questions from INFC, provided clarifications, and noted suggestions and comments, including the following:

**Emil Zelic
Sasha Jurak**

<ul style="list-style-type: none"> ▪ All risks are tracked but only the top 10 risks and opportunities are listed on the Dashboard. ▪ At the conclusion of the 30% Stage Gate, WT will provide the new budgets and new contingency. ▪ WT will be tracking budget and contingency +/- variances based on the 30% re-baseline. • ACTION ITEM: WT will provide a more detailed version of the Financial Summary showing the additional columns at our disposal so that INFC can decide if they need more information than what is currently provided. • ACTION ITEM: WT will provide a 1-page narrative and quarterly cashflow report to complement the Program Dashboard. 	
<p>Claims</p> <ul style="list-style-type: none"> ➤ Waterfront Toronto comments on INFC Claims Templates ➤ Timing of first Waterfront Toronto Claim <ul style="list-style-type: none"> • WT advised that the new template is very different from the current template used and we are facing some challenges with the new format.  <ul style="list-style-type: none"> • ACTION ITEM: WT will set up a call with INFC to address the challenges WT is facing with the new format. • ACTION ITEM: WT will send the current template to INFC and INFC will do a comparison of the old and new format to see if the old format provides the required information. 	<p>Lisa Taylor Marie-Pier Nassif</p>
<p>PLFP Status</p> <ul style="list-style-type: none"> • WT provided the following status update: <ul style="list-style-type: none"> ▪ We are finalizing the 30% design – we are tracking to be on budget with the schedule still under review. ▪ Packages are at different levels of design – once the 30% is formalized we will immediately move to 60% design. ▪ Gardiner Underpinning Overview – WT has identified a solution that will reduce the cost and risk associated with working around the existing Gardiner structure ▪ Lakeshore Bridge – Discussions continue with the City of Toronto to confirm the plan for constructing the Lakeshore Bridge. ▪ We continue to coordinate our work with the utilities on the site such as Hydro, Hydro One and Enbridge. ▪ We are mitigating potential schedule delays through work alignment and sequencing, as well as multi-shift tendering. ▪ Tenant consultations are ongoing. ▪ An updated draft of the Memorandum of Understanding (MOU) with First Nations will go out to the Oversight Committee and Province next week for review before continuing negotiations and execution with First Nations. • ACTION ITEM: Add "Communications" as a standing Agenda item for future meetings and WT will have a Communications person attend all future meetings. 	<p>David Kusturin Julius Gombos</p>

Date and Time of Next Meeting

- The next meeting will be scheduled in February, 2019.
- ACTION ITEM: WT will poll members and participants to create a 2019 schedule of quarterly meetings.

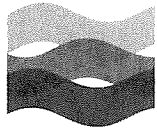
All



WATERFRONTToronto

Canada-Waterfront Toronto Oversight Committee–February 20, 2019
Item 3 – Action Items from the October 25, 2018 Meeting
Committee Members

The Action Items from the October 25, 2018 meeting will be tabled for review.



WATERFRONTToronto

Canada-Waterfront Toronto Oversight Committee—February 20, 2019
Item 4 - Progress Reporting
David Kusturin

David Kusturin will provide a verbal update.



WATERFRONTToronto

Canada-Waterfront Toronto Oversight Committee—February 20, 2019
Item 5 - Claims
Marie-Pier Nassif

Marie-Pier Nassif will lead a discussion regarding Claims including:

1. Debrief/lessons learned from the January 2019 claim submission.
2. Claims process going forward.



WATERFRONTToronto

Canada-Waterfront Toronto Oversight Committee—February 20, 2019
Item 6 – PLFP Status Update
Sasha Jurak

Sasha Jurak will table the PLFP Monthly Program Dashboard as of December 31, 2018, and will provide an overview.

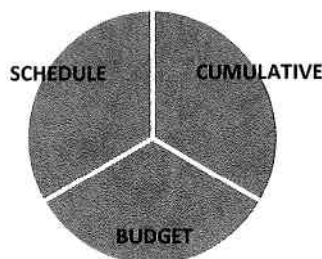
PLFP Monthly Program Dashboard - as of December 31st, 2018

Issued: January 31st, 2019

PROGRAM SUMMARY

Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure program delivery.

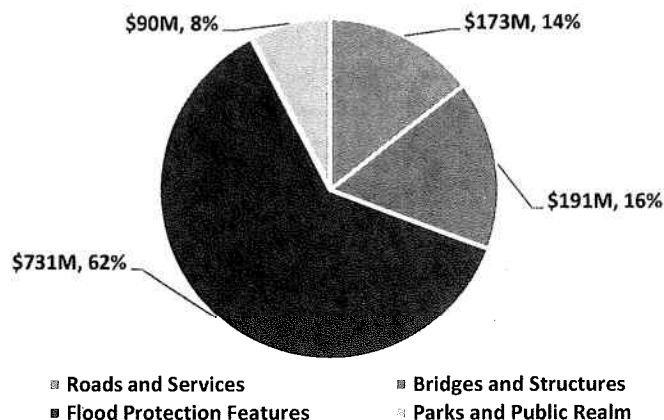
STATUS SUMMARY



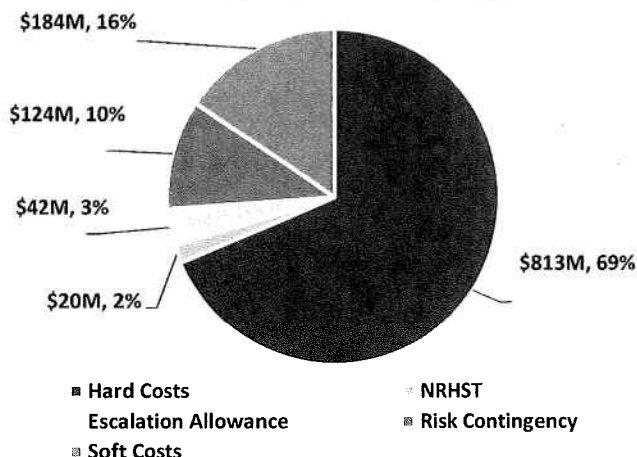
NOTE: While the contractor is currently reporting schedule delays on individual projects, the end date for the delivery of the Port Lands Program remains unchanged. In addition, Waterfront Toronto is in the process of adjusting the overall program schedule to mitigate schedule risks that are being reported.

PROGRAM BUDGET ALLOCATION (Based on 30% Design Estimates)

Program Cost (\$1.185B)



Program Budget by Cost Category (\$1.185B)



FINANCIAL SUMMARY

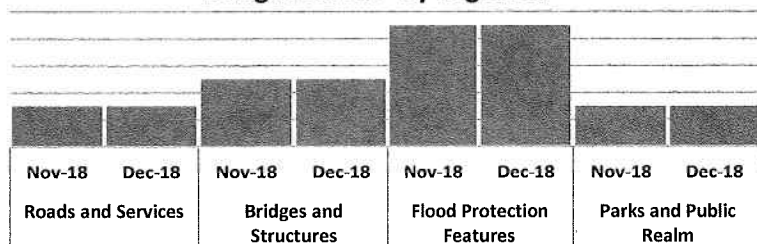
Project Name	Due-Diligence Budget (\$M)	Approved Changes (\$M)	Approved Budget (\$M)	Total Commitments (\$M)	Anticipated Commitments	Estimate At Completion (\$M)	Variance to Approved Budget (\$M)	Costs Incurred to Date (\$M)	% Complete to Date
Commissioners St. West to New Cherry St.	\$ 18.00	\$ 8.00	\$ 26.00	\$ 4.15	\$ 21.85	\$ 26.00	\$ -	\$ 0.90	3%
Commissioners St. East to Saulters St.	7.00	(1.35)	5.65	1.15	4.50	5.65	-	0.34	6%
Cherry Street Re-alignment	22.00	14.26	36.26	6.23	30.03	36.26	-	2.82	8%
Don Roadway North	7.00	9.82	16.82	1.65	15.17	16.82	-	0.57	3%
Hydro One Integration	12.00	(3.63)	8.37	1.99	6.38	8.37	-	0.35	4%
Site Wide Municipal Infrastructure	102.00	(22.54)	79.46	13.92	65.55	79.46	-	3.75	5%
Cherry Keating-Cherry Street Bridge North	55.00	(14.99)	40.01	8.27	31.74	40.01	-	3.44	9%
Cherry Polson-Cherry Street Bridge South	42.00	(3.63)	38.37	10.05	28.32	38.37	-	4.31	11%
Commissioners Street Bridge/Don Roadway	43.00	5.30	48.30	8.35	39.95	48.30	-	3.23	7%
Lakeshore Road & Rail Bridge Modifications	19.00	41.46	60.46	4.00	56.46	60.46	-	1.25	2%
Old Cherry St. Bridge Demolition	4.00	(0.38)	3.62	0.84	2.78	3.62	-	0.16	4%
River Valley System & Don Greenway	486.00	49.21	535.21	97.29	437.92	535.21	-	28.51	5%
Keating Channel Modifications	35.00	(7.54)	27.46	5.44	22.02	27.46	-	1.08	4%
Polson Slip North Side Naturalization	60.00	(10.76)	49.24	10.29	38.95	49.24	-	2.55	5%
Don Roadway Valley Wall Feature	27.00	(5.62)	21.38	5.93	15.45	21.38	-	1.32	6%
Eastern Avenue Flood Protection	5.00	(0.64)	4.36	0.98	3.38	4.36	-	0.22	5%
East Harbour Flood Protection	5.00	(4.10)	0.90	-	0.90	0.90	-	-	0%
Flow Control Weirs	38.00	(16.22)	21.78	5.66	16.12	21.78	-	0.98	4%
Sediment and Debris Management Area	78.00	(18.97)	59.03	13.76	45.27	59.03	-	2.54	4%
Villiers Island Grading	28.00	(16.07)	11.93	2.62	9.31	11.93	-	0.87	7%
River Park North	23.00	(1.27)	21.73	5.18	16.55	21.73	-	1.99	9%
River Park South	27.00	(8.53)	18.47	5.56	12.91	18.47	-	2.06	11%
Promontory Park South	42.00	8.21	50.21	5.34	44.87	50.21	-	3.10	6%
Cumulative	\$ 1,185.00	\$ -	\$ 1,185.00	\$ 218.65	\$ 966.38	\$ 1,185.00	\$ -	\$ 66.34	6%

PLFP Monthly Program Dashboard - as of December 31st, 2018

Issued: January 31st, 2019

PROGRAM BUDGET STATUS

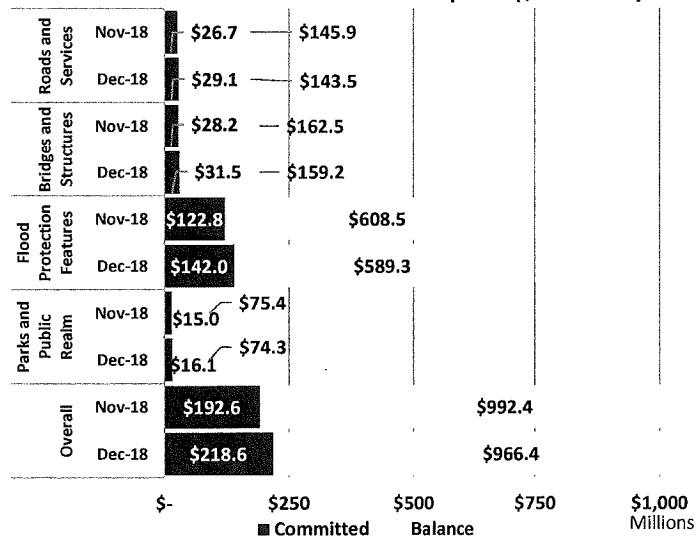
Budget Status - by Segment



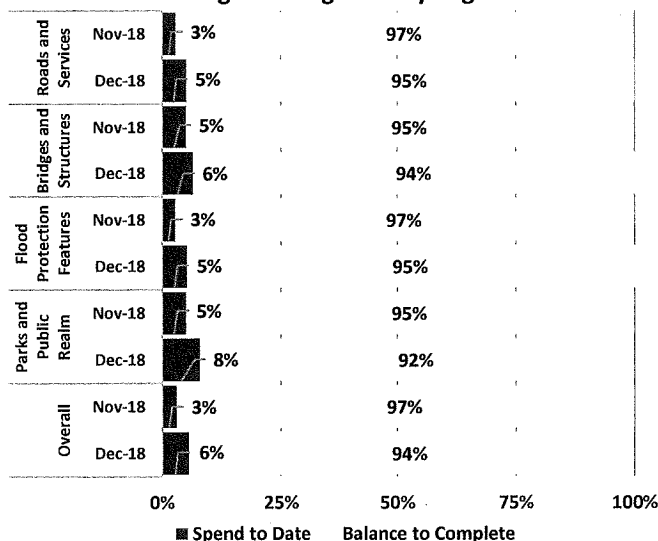
- Forecast to complete within approved budget
- Forecast to complete within 10% of approved budget
- Forecast to complete more than 10% over approved budget

Project Name	Status
Budget Status	
Roads and Services	
Commissioners St. West to New Cherry St.	
Commissioners St. East to Sauter St.	
Cherry Street Re-alignment	
Don Roadway North	
Hydro One Integration	
Site Wide Municipal Infrastructure	
Bridges and Structures	
Cherry Keating-Cherry Street Bridge North	
Cherry Polson-Cherry Street Bridge South	
Commissioners Street Bridge	
Old Cherry St Bridge Demolition	
Lakeshore Road & Rail Bridge Modifications	
Flood Protection Features	
River Valley System & Don Greenway	
Keating Channel Modifications	
Polson Slip North Side Naturalization	
Don Roadway Valley Wall Feature	
Eastern Avenue Flood Protection	
Flow Control Weirs	
Sediment and Debris Management Area	
Villiers Island Grading	
Parks and Public Realm	
River Park South	
Promontory Park South	
Summary	

Commitments and Balance to Complete (\$ Millions)

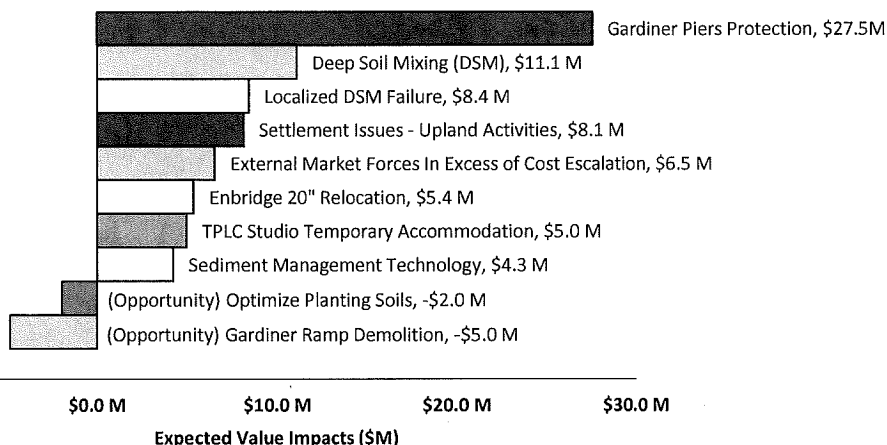


Program Progress - by Segment



KEY BUDGET RISKS & IMPACTS

Top Risks Impacting Project Cost

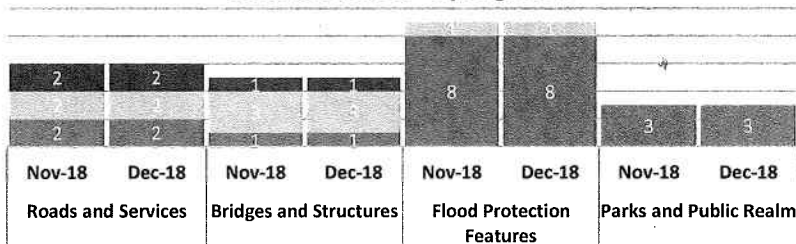


PLFP Monthly Program Dashboard - as of December 31st, 2018

Issued: January 31st, 2019

PROGRAM SCHEDULE STATUS

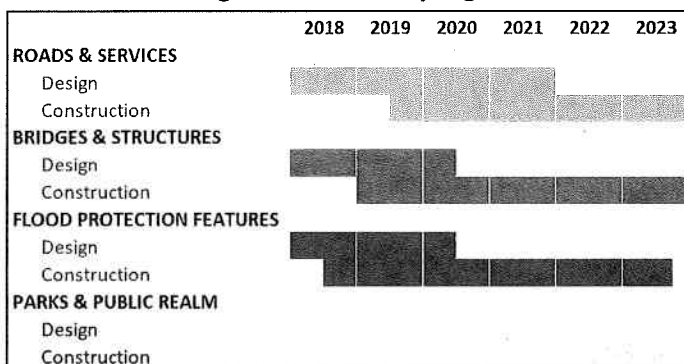
Schedule Status - by Segment



■ - On Schedule/0-1 months behind schedule
■ - 1-6 months behind schedule
■ - 6+ months behind schedule

Project Name	Status
Roads and Services	
Commissioners St. West to New Cherry St.	●
Commissioners St. East to Sauter St.	●
Cherry Street Re-alignment	●
Don Roadway North	●
Hydro One Integration	●
Site Wide Municipal Infrastructure	●
Bridges and Structures	
Cherry Keating-Cherry Street Bridge North	●
Cherry Polson-Cherry Street Bridge South	●
Commissioners Street Bridge	●
Old Cherry St Bridge Demolition	●
Lakeshore Road & Rail Bridge Modifications	●
Flood Protection Features	
River Valley System & Don Greenway	●
Keating Channel Modifications	●
Polson Slip North Side Naturalization	●
Don Roadway Valley Wall Feature	●
Eastern Avenue Flood Protection	●
Flow Control Weirs	●
Sediment and Debris Management Area	●
Villiers Island Grading	●
Parks and Public Realm	
River Park South	●
Promontory Park South	●

Program Timeline - by Segment



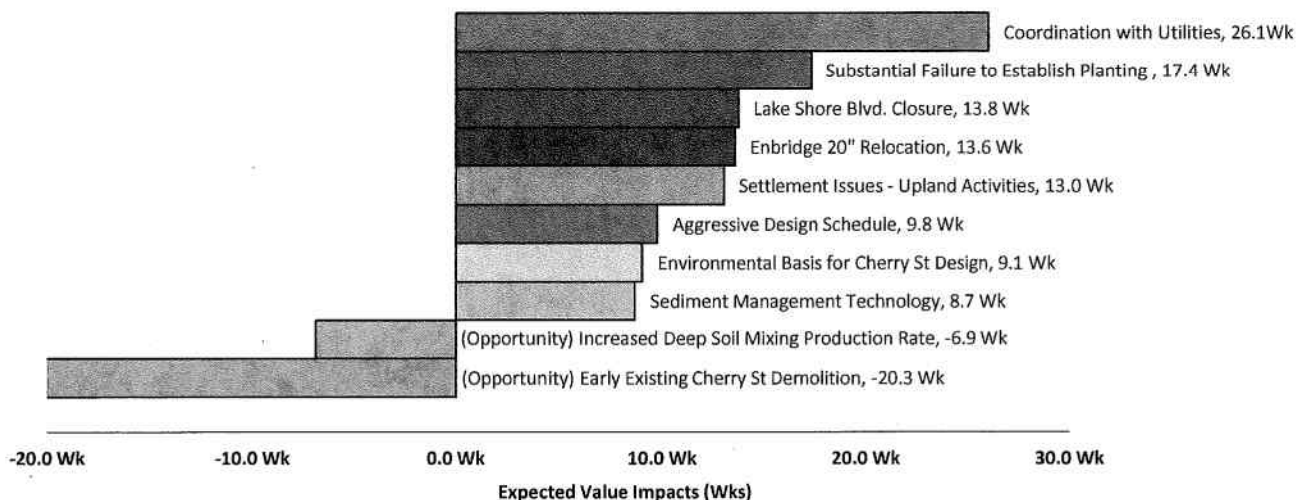
*Based on July 2018 program schedule which has not been updated to reflect 30% budget update.

Key Communications Milestones

Excavation Begins	January-19
Cherry Street Bridge North Begins	June-19
Public Meeting #3	May-19
Drop-In Centre Reopens	April-19

KEY SCHEDULE RISKS & IMPACTS

Top Risks Impacting Project Schedule



PLFP Monthly Program Dashboard - as of December 31st, 2018

Issued: January 31st, 2019

PROGRAM PROGRESS - KEY TASKS

Key Tasks To be Completed in Next 6 Months	December Completion	January Completion	February to April Completion	May to July Completion
■ Completion Date ■ Delayed From Last Report ■ Original Date				
Permits/Design Approvals to be Secured				
MOECP: Permit to Take Water (PTTW) - Keating Channel (Cherry St Re-alignment)	✓	✓		
TRCA: Approval of Cherry Bridge N		✓		
COT/ECS: Approval of 90% Cherry St Design	✓	✓		
DFO/COT: Permit for Cherry N Bridge and Bridge Demolition		✓		
TRCA: Approval of New Cherry St		✓		
Contracts to be Secured				
Bridges: Steel Structure Fabrication & Erection		✓		
Cherry Bridge N: Deep Foundation		✓		
River Valley Area: Laboratory and Testing			✓	
Cherry St Road Construction: North of Keating			✓	
Don Greenway, Cherry St N and Promontory Park: Pre Construction Surveys/ Site Prep/ Demo			✓	
River Valley System: Soil Mixing			✓	
Parks: Playground Design and Fabrication			✓	
Program: Dewatering and Water Treatment System			✓	
Design Phase Status				
River Valley System & Don Greenway*		D&SP 100% Design		DSM/Exc./Land 100% Design
Polson Slip Naturalization				100% Design
Don Roadway Valley Wall Feature*				RG 100% Design
Parks: Promontory South, River North and River South				60% Design
Bridges: Cherry N & S, Cherry Demo, Commissioners				100% Design
Construction Completion				
River Valley Excavation (Start Date)		✓		
Geo/Environmental Boring Data			✓	
Ice Management Area			Tree Cutting	D&SP
Spillway Area				D&SP
Installation of Water Treatment System				✓
Installation of Site Soil Treatment Plant				✓

*D&SP = Demolition & Site Preparation, DSM = Deep Soil Mixing, Exc. = Excavation, Lands = Landscaping

INDIGENOUS CONSULTATION

Completed To Date

- Mississaugas of the New Credit First Nation (MNCFN) Field Liaison Representative (FLR) Agreement signed by Waterfront Toronto
- MNCFN FLR's participated in fish monitoring and salvage activities with TRCA in November 2018
- Communications continue between Waterfront Toronto and Department of Consultation and Accommodation at MNCFN
- Chief LaForme of the MNCFN attended and spoke at the Port Lands Ground Breaking Ceremony on November 28th 2018

Next Steps

- Follow-up on communiqués sent by TRCA to ensure that various Waterfront Toronto submittals to Indigenous Communities were received

SITE PHOTOS

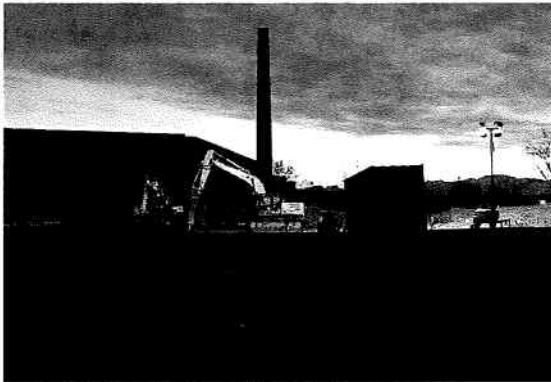


Figure 1
Concrete removal at River Valley footprint



Figure 2
Collecting Shale for Culvert Backfill



Figure 3
Asphalt Removal



Figure 4
Asphalt Stripping



Figure 5
Laying Out Test-Pit Locations Prior to Investigation of
Atlas Crane Foundation



Figure 6
Laying Out Test-Pit Locations Prior to Investigation of
Atlas Crane Foundation



WATERFRONToronto

Canada-Waterfront Toronto Oversight Committee–February 20, 2019
Item 7 – Communications
Mira Shenker/Erin Coffin/Joshua Hobbs/David Kusturin

Mira Shenker will present an overview of Waterfront Toronto's PLFPEI Communications and Public Engagement Strategy for information and discussion.

Erin Coffin and Joshua Hobbs will lead a discussion on the following items:

1. Schedule H – Communications Protocol
2. Creation of the Subcommittee on Communications
3. Government of Canada requirements for communications materials

David Kusturin will provide an overview of Waterfront Toronto's Indigenous Engagement for information and discussion.

FEBRUARY 20, 2019

Port Lands Flood Protection Communications & Public Consultation

Waterfront Toronto

Four strategic corporate imperatives



Communicate that Waterfront Toronto is a trusted agency that puts the public good first



Mitigate public confusion by improving public literacy on key issues

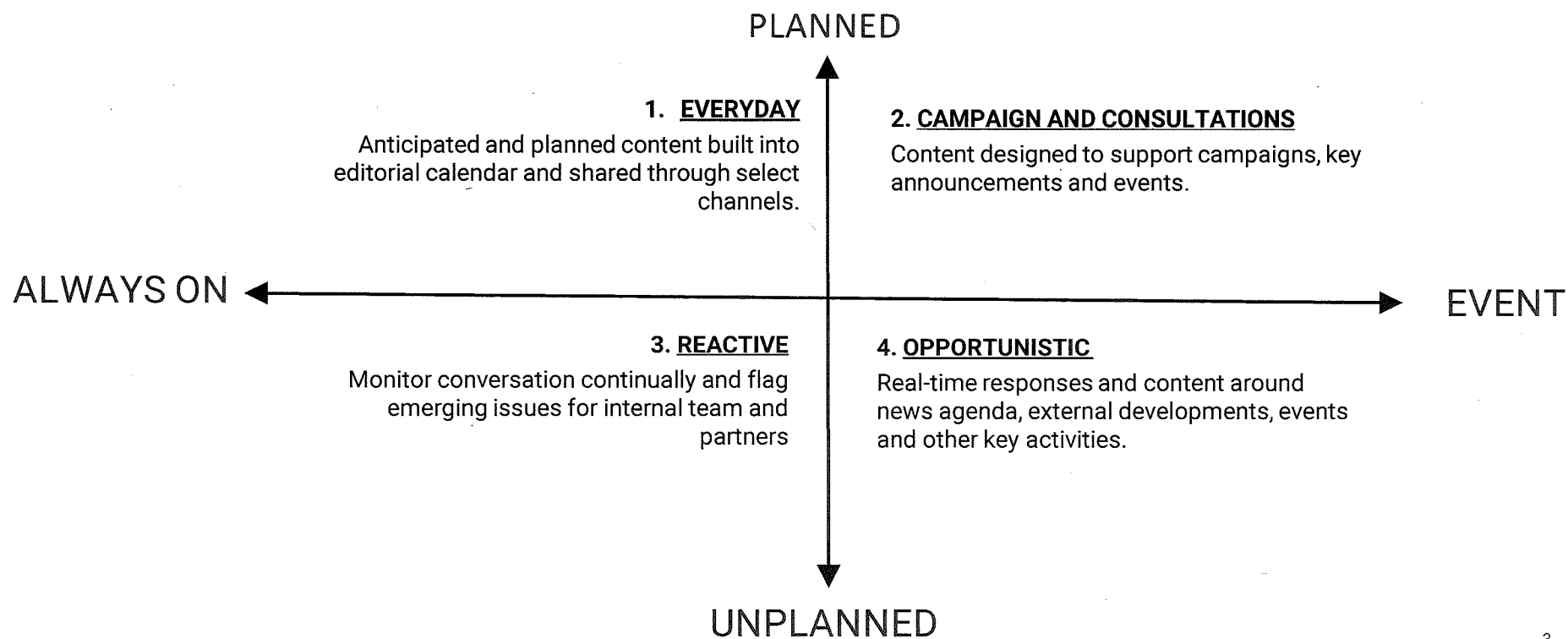


Frame PLFP as essential to addressing civic challenges



Inspire people to be engaged advocates.

Communications & Engagement Tactics



3

Page 19 of 44

Everyday

- WT newsletter
- Construction notices
- Social media
- Website
- Signage
- One-on-ones



Consultation – how are we doing?

154,095

Total Number of
People Engaged*

3%

FACE-TO-FACE (5,325)

- Community Consultation (Feb 22, 2018)
- Community Consultation (July 18, 2018)
- Stakeholder Advisory Committee
- 'Pop Up' Engagements

97%

ONLINE/SOCIAL MEDIA (148,770)

- Online Park Survey (Jan-March 2018)
- Twitter Promotions
- Facebook Promotions & Events

*June 2017-July 2018

Page 21 of 44

Consultation – tools



Consultation – Construction Liaison Committee (CLC)

120

Total Number of
Local Businesses and
Residents

17

**BUSINESSES CONTRIBUTING
TO TRAFFIC STUDY**

- Toronto Hydro
- CRH
- TTC
- Windsor Salt
- Canada Post
- Innocon
- FedEx
- MTCC
- Pinewood
- Lafarge
- CRC
- Redpath
- Cimco
- GFL
- T&T
- Rebel
- Cargill

4

MEETINGS TO DATE

- Bi-monthly meeting / site tour
- Monthly meetings once construction intensifies
- Daily touchpoints

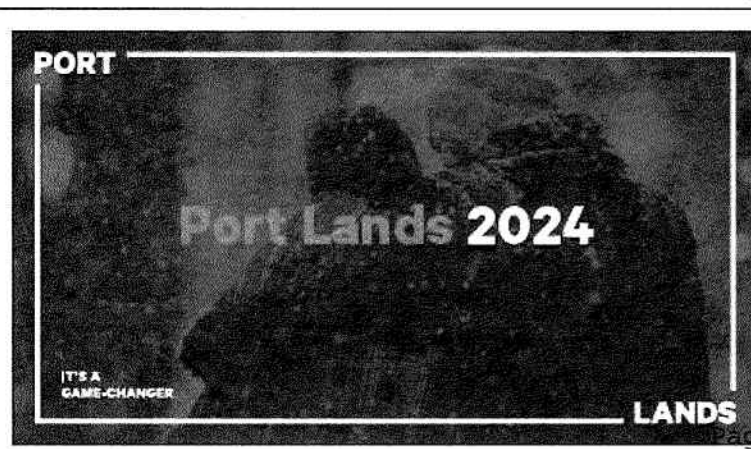
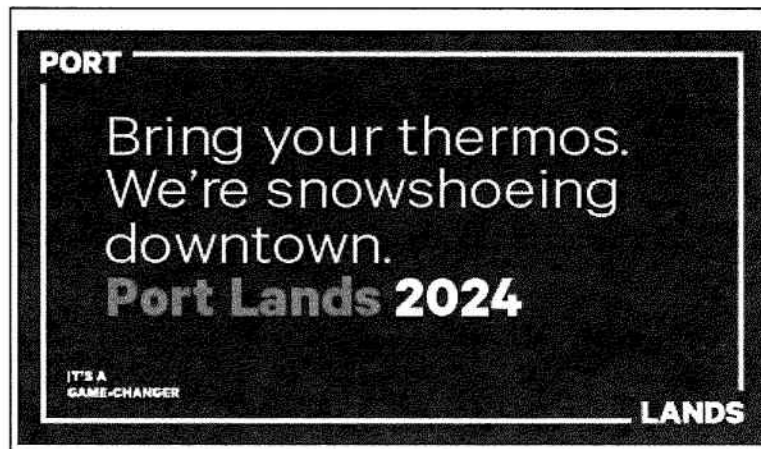
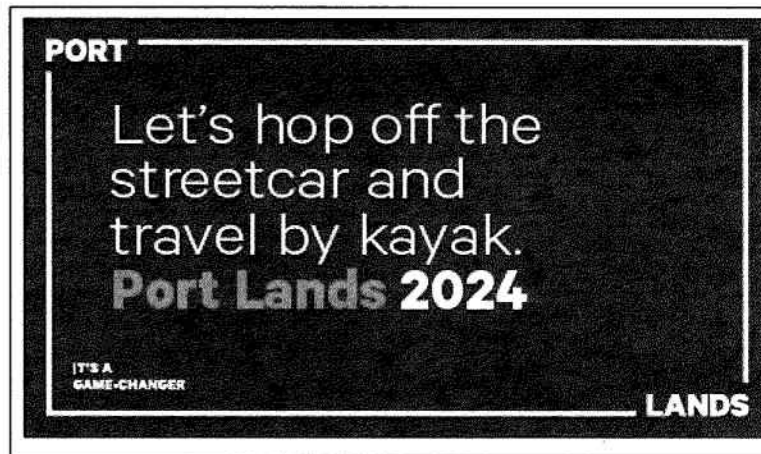
INFORM Provide information to assist the public in understanding problems, alternatives and solutions	LISTEN Gather feedback on analyses, alternatives or decisions and/or collect ideas, stories and concerns	INVOLVE Work directly with the public throughout the process to ensure everyone involved is understood and considered	CO-CREATE Partner with the public to create options and identify preferred solutions
<ul style="list-style-type: none"> • Construction signs • Advertising/Public Announcements or Notices • Postcards • Posters/Billboards • Exhibitions/Open Houses • Summary Sheets/FAQs • multimedia content • Newsletters 	<ul style="list-style-type: none"> • Walking tours • Drop-in Centre/comment walls • Surveys • Pop-up/informal consultations • Public meetings • Social media 	<ul style="list-style-type: none"> • Focus Groups • Advisory Committees • Creative Programming • Interactive digital tools 	<ul style="list-style-type: none"> • Focus groups • TDSB partnership • Prototyping workshops

Campaign



Page 25 of 44

Campaign



Page 26 of 44

Campaign

Waterfront Toronto
Published by Waterfront Toronto · January 8 at 12:24 PM ·

We asked partners and community members to tell us what excites them most about Port Lands Flood Protection. We've shared one thought here. Comment below to tell us what you're most looking forward to once this project is done in 2024!
Find out more about what will be possible in 2024: <https://goo.gl/FYcHRA> #PortLands2024

PORT

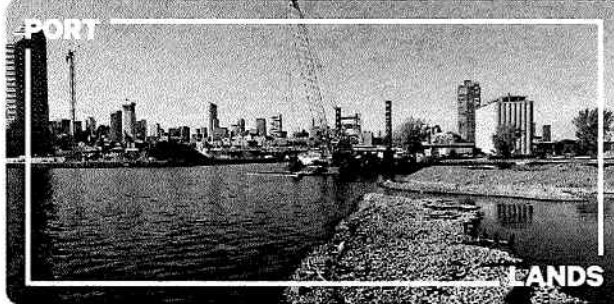
“The river! And all the green areas surrounding it!”

Port Lands 2024

LANDS

Waterfront Toronto @WaterfrontTO · Jan 11

195,600 cubic metres of clean fill is being used to form the northwest corner of the future Villiers Island. Learn more about this future community: ow.ly/Ru8u30nhm1B #PortLands2024



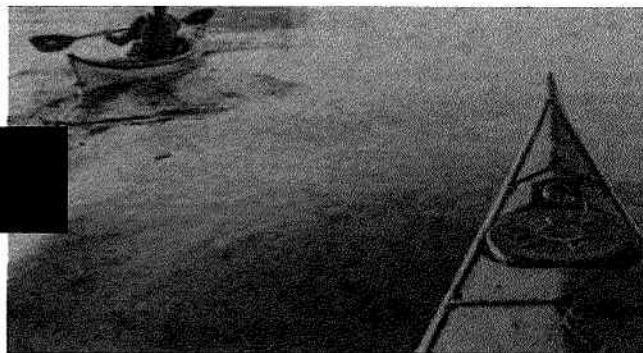
Waterfront Toronto @WaterfrontTO · Jan 17

#TBT – Watch the Cherry St Lakefilling drone footage from Oct. 2018! This video shows the new shoreline taking shape. For details & construction updates on Port Lands Flood Protection, visit PortLandsTO.ca. #PortLands2024

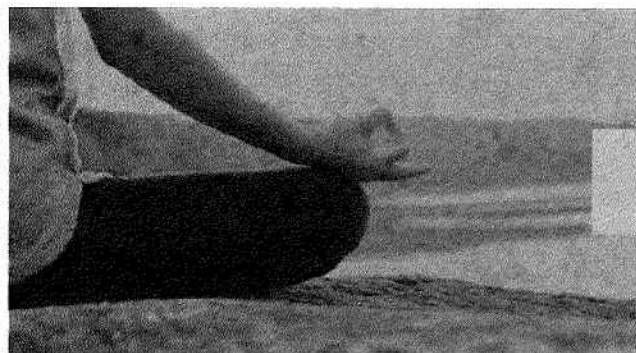


Campaign

A new river



**An island
right downtown**



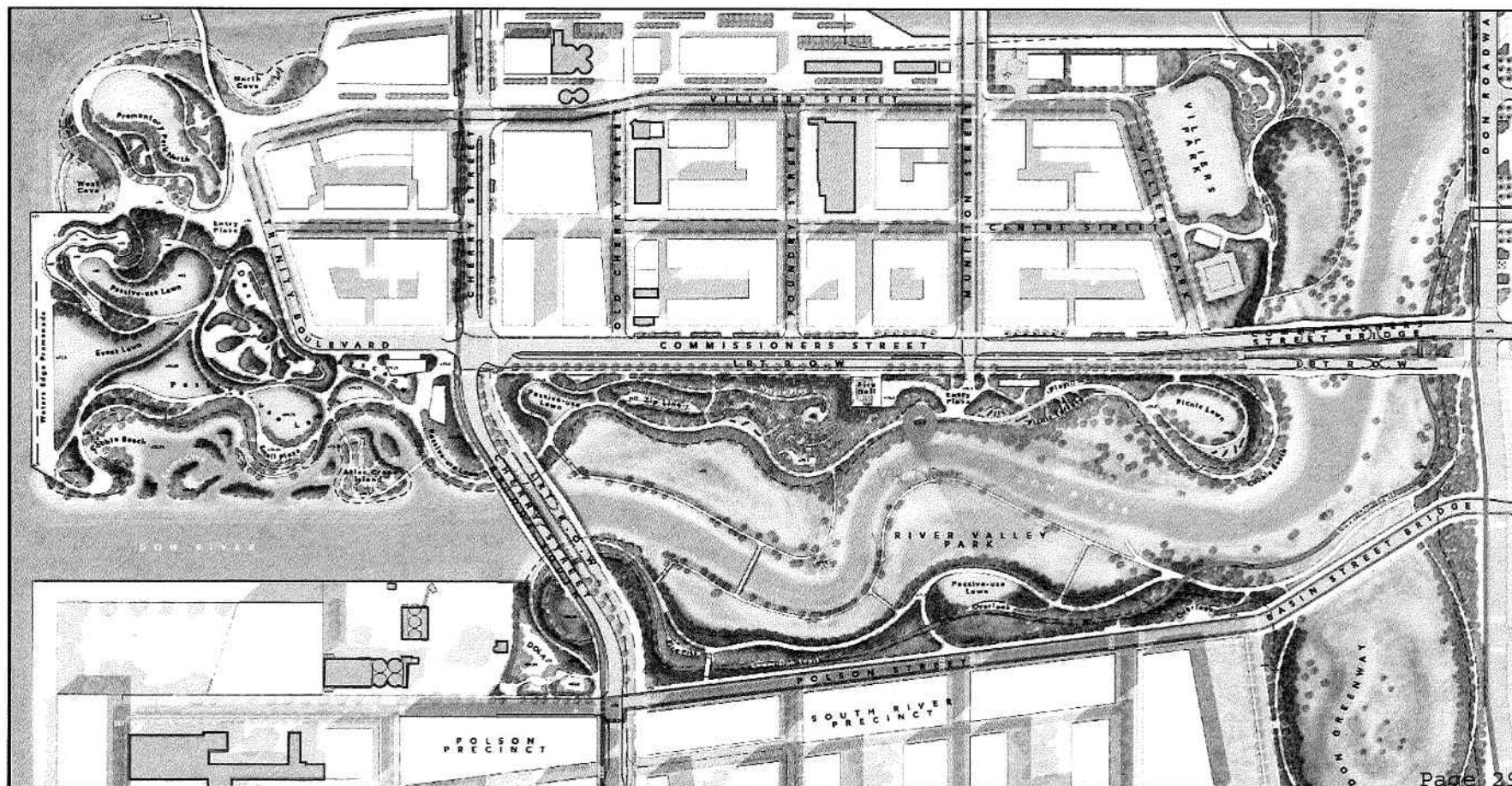
Nature & parks



**More room
to live & work**

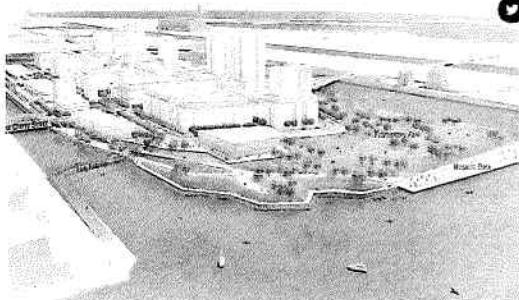


Campaign



Opportunistic

Here's what Toronto's new island will look like



blogTO

It may sound like, well, a plan to protect against flooding—and it is. But it's also much, much more than that.

A new set of Toronto parks will mix up the artificial and the natural



The specific character of those parks is now taking shape. When I met MVVA's Emily Mueller de Celis, Mr. Urbanski, and Mr. Sweeney recently in Toronto, we were standing above a room-sized model of the park being assembled for a public meeting. I could see it from a giant's-eye view.

Construction starting on new Port Lands river valley







"This is a river we're sitting on," Stacey LaForme, chief of the Mississaugas of the New Credit First Nation, told fellow guests



Key touchpoints in 2019



Milestone or Activity				
Port Lands 2024 campaign rollout	✓	✓	✓	✓
Shallow excavation begins	✓		✓	
Public and stakeholder meetings	✓	✓	✓	✓
Construction: Cherry Street Bridge North	✓		✓	
Quayside MIDP			✓	
Construction: CSLF complete	✓	✓	✓	✓
Construction: road closures	✓			✓



Thank you.

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FEBRUARY 20, 2019

Update: Indigenous Engagement

Waterfront Toronto



All text information and images are confidential and cannot be shared.

Presentation Outline



- Overview of project
- Overview of Indigenous interests in the area
- Indigenous engagement during the Don Mouth and Port Lands Flood Protection EA (DMNP EA)
- Indigenous engagement for Port Lands Flood Protection (PLFP) post-DMNP EA

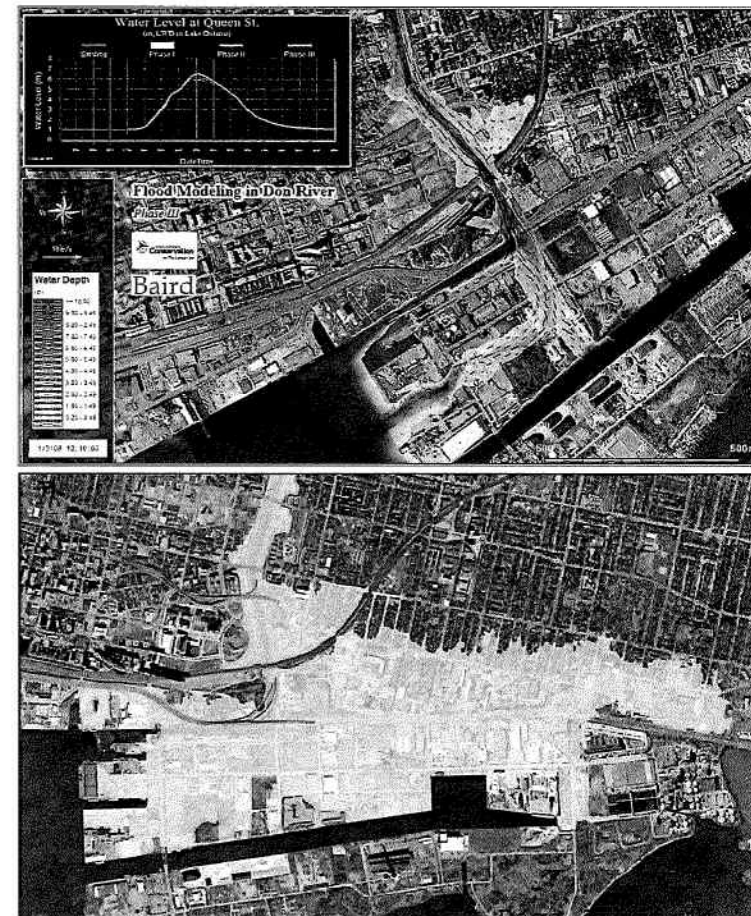
Overview of project

The PLFPEI is the amalgamation of 2 approved Environmental Assessments:

- Don Mouth Naturalization and Port Lands Flood Protection Project EA (DMNP EA); and
- Lower Don Lands Transportation and Servicing Master Plan Class EA (LDL Class EA).

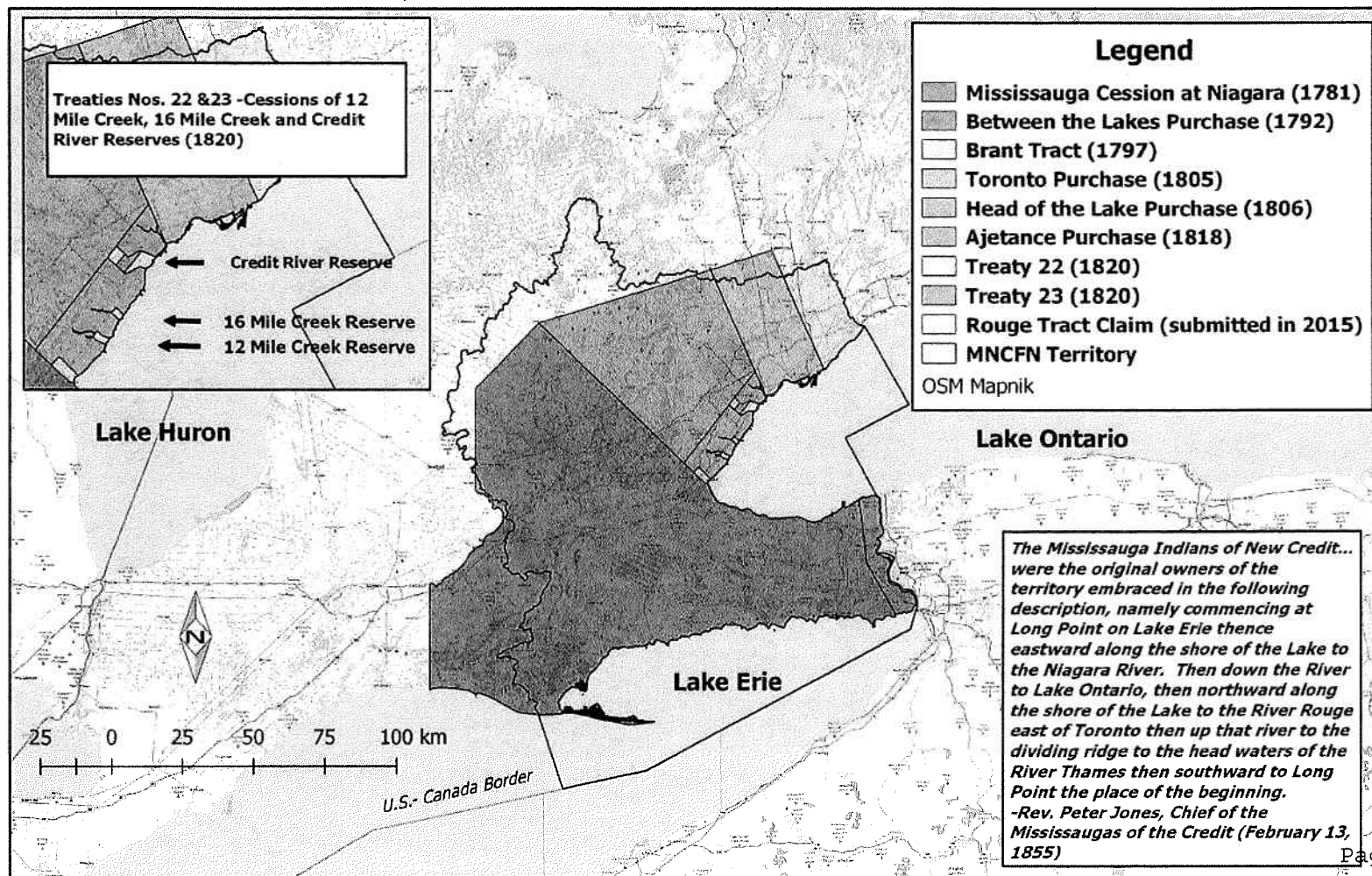
Crown's Duty to Consult

- During the parallel EA processes, the Project Proponents were delegated administrative elements of the Crown's Duty to Consult with Indigenous Communities
- MECP (MOECC) identified which communities we were required to engage
- As part of MECP approvals, the summary of the Indigenous Engagement program was reviewed and confirmed that the Proponents met their delegated requirements for Duty to Consult



Page 55 of 11

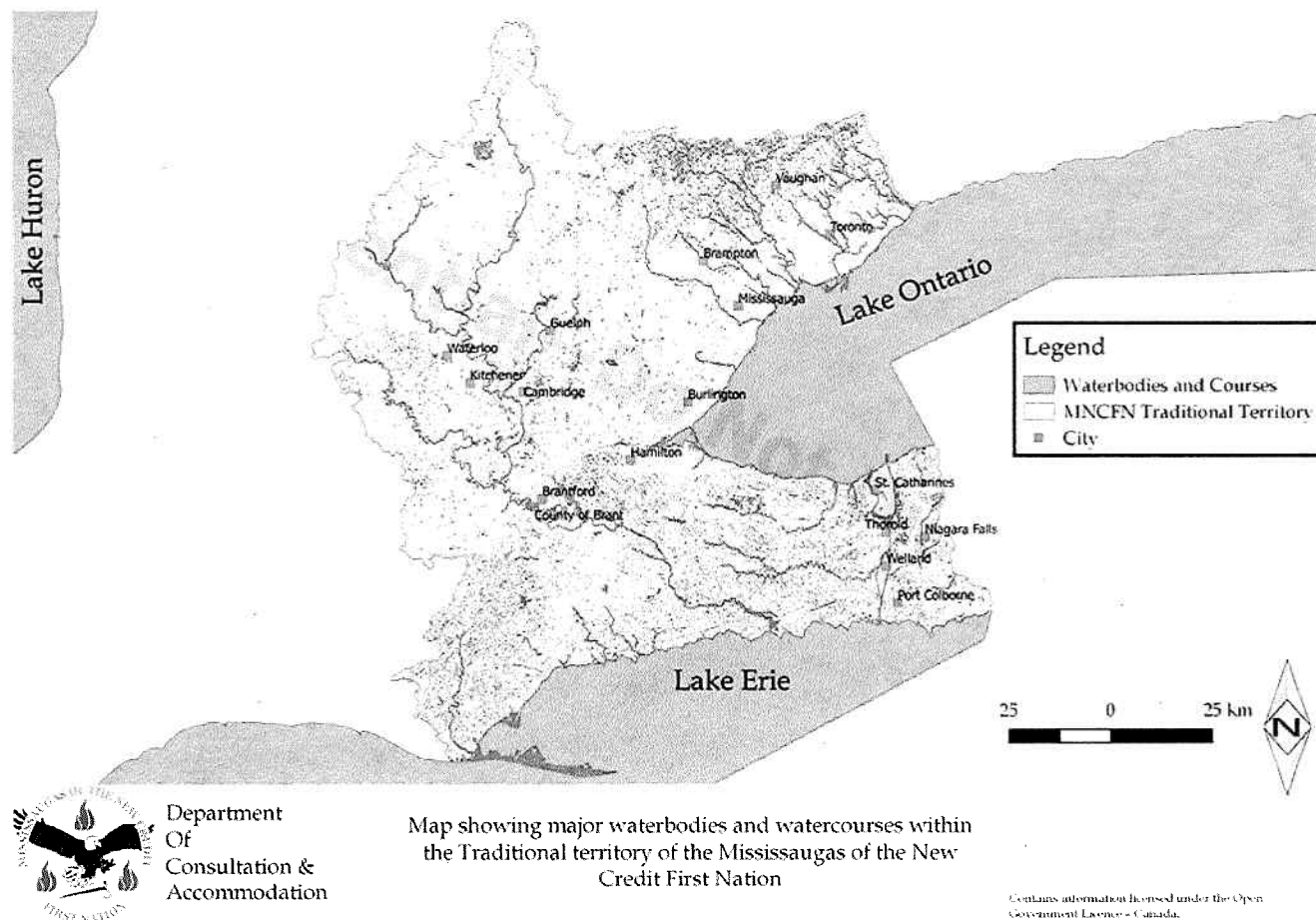
Indigenous interests in the GTA: Mississaugas of Credit First Nation (MCFN)



Page 36 of 44

Indigenous interests in the GTA: Mississaugas of Credit First Nation (MCFN)

Water claim – September 2016



Page 37 of 44

Indigenous interests in Southern & Central Ontario



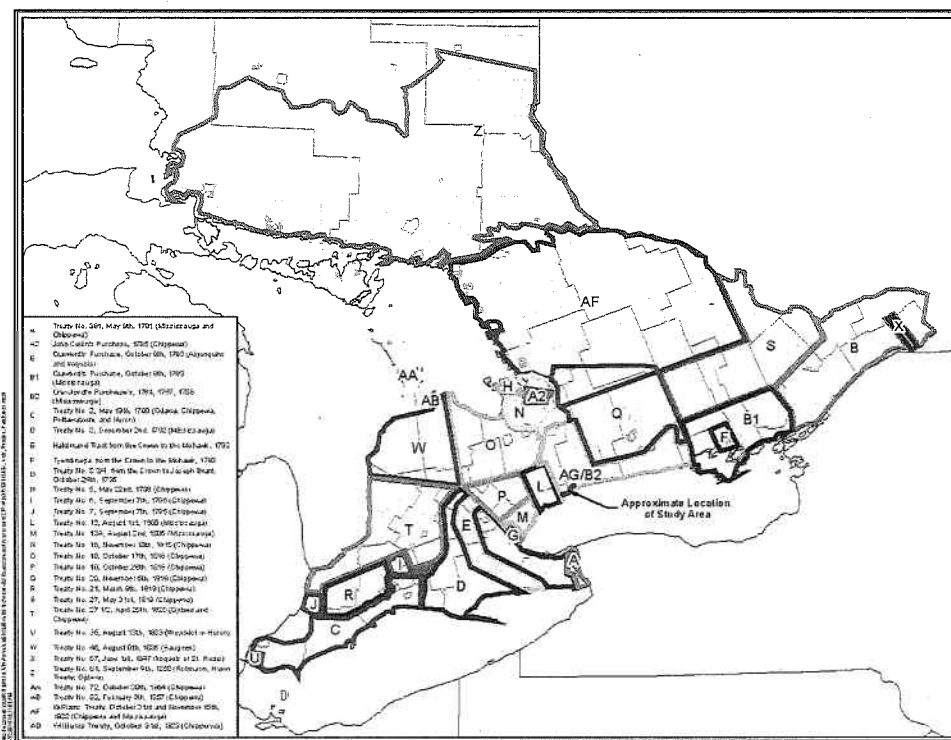
Treaties relevant to Port Lands Area, as directed by the Crown:

Williams Treaty, 1923

- 7 FNs
- Claim submitted attests that "they never intended to surrender their rights to hunt, harvest, and fish on their lands"

Anglo-Huron Treaty of 1760

- Recognized by the Supreme Court of Canada in 1990
- Rights to carry out customs and religion
- No mention of territorial boundaries
- In 2008 Huron-Wendat Nation declared intention to submit a comprehensive claim on their traditional territory



Indigenous engagement throughout the EAs



After MECP identified which Indigenous communities to be engaged, we:

- Engaged according to TRCA's Indigenous Engagement Guidelines
- Couriered info at project milestones, with follow-up email and phone calls
- Documented all correspondence with communities
- Project staff developed relationships directly with community staff and Council – formal meeting agendas often played a secondary role to discussions
- Provided site tours and attended a variety of formal and informal community meetings to discuss project directly with staff, Council and their community
- Reiterated understanding of claims and issues during presentations and explored opportunities of how community interests might be accommodated

Recognized that:

- In the "spirit of reconciliation" and the results of Supreme Court decisions, consultation practices of the recent past may be insufficient going forward
- Engagement continues beyond the mandated EA consultation period.

Indigenous Engagement: Port Lands Flood Protection and Enabling Infrastructure (2015 – onwards)



Following receipt of EA approvals, WT and TRCA continue to engage with the various Indigenous communities for the PLFPEI Project.

Triggers for the Duty to Consult remain for the following elements:

- EA conditions of approval for continued notification of Project progress
- Crown permit authorizations (DFO, Transport Canada, Port Authority and MECP)
- Possible Crown transfer of small parcels of land to the Project
- Crown funding contributions to implement the Project
- Province formally delegated administrative elements of their Duty to Consult in writing to WT as part of their funding contribution to the project

Waterfront Toronto seeks to engage beyond the Duty to Consult through the development of:

- A non-legally binding Memorandum of Understanding between the MNCFN and WT that outlines the roles and responsibilities for both WT and the MNCFN as it relates to seeking opportunities for engagement, collaboration and information sharing between the two agencies
- An Indigenous Engagement Plan to be implemented for the remainder of the Project Implementation and Post-construction monitoring period; and
- A Field Liaison Representative Agreement (FLR Agreement) to be signed between WT and MCFN.

Ongoing engagement with MCFN



- MCFN are generally satisfied with engagement efforts to date
- Field Liaison Representative agreement for both Cherry Street Lakefilling (CSLF) and PLFP executed
- Providing frequent and involved input and participation in design and construction inspections greatly reduces the risk of project disruption
- MCFN are interested in additional economic development opportunities as it relates to the broader Port Lands revitalization framework. This will need to be explored more fully over the coming months/years.

Risks and mitigations



The project team is tracking risks and will work with the Crown's direction to resolve any issues that arise



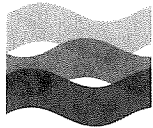
Thank you.

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WATERFRONToronto

**Canada-Waterfront Toronto Oversight Committee–February 20, 2019
Item 8 – 2019 Meeting Schedule
Committee Members**

The following schedule of meetings has been confirmed with the Committee and calendar invites have been sent out:

Wednesday, May 15, 2019

Thursday, August 15, 2019

Wednesday, November 20, 2019

Pichette, Chanelle (INFC)

From: Nassif, Marie-Pier (INFC)
Sent: February 19, 2019 11:06 AM
To: 'Emil Zelic'; Ann Landry
Subject: RE: Canada-Waterfront Toronto PLFP Oversight Committee Meeting Materials - February 20, 2019

Thank you Emil for notifying me in advance of tomorrow's OC call. I don't see a problem with postponing this task to May.

Marie-Pier

From: Emil Zelic [mailto:████████@waterfronttoronto.ca]
Sent: February 19, 2019 10:32 AM
To: Ann Landry ██████████@waterfronttoronto.ca; Nassif, Marie-Pier (INFC) <marie-pier.nassif@canada.ca>
Subject: RE: Canada-Waterfront Toronto PLFP Oversight Committee Meeting Materials - February 20, 2019

Hello Marie-Pier

I hope you had nice long weekend.

Please note that one of the action items from the last OC meeting was

Action Item: WT will provide a more detailed version of the Financial Summary showing the additional columns at our disposal so that INFC can decide if they need more information than what is currently provided.

To my understanding we have not provided you with more financial details and will need to deal with this in a week or so.

Hence – I am proposing that at our meeting tomorrow we carry this task and report on in during May 15th meeting.

Please advise

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 ██████████
 ██████████@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTtoronto

From: Ann Landry <████████@waterfronttoronto.ca>
Sent: February 16, 2019 3:50 PM
To: 'Nassif, Marie-Pier (INFC)' <marie-pier.nassif@canada.ca>; erin.coffin@canada.ca; shainahmacfarlane@outlook.com <shainah.macfarlane@canada.ca>; 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; 'deborah.campbell@canada.ca' <deborah.campbell@canada.ca>; 'McCallum, Robert (INFC)' <robert.mccallum@canada.ca>; David Kusturin <DKusturin@waterfronttoronto.ca>; Emil Zelic ██████████@waterfronttoronto.ca; Julius Gombos <JGombos@waterfronttoronto.ca>; Lisa Taylor <LTaylor@waterfronttoronto.ca>; Edward Chalupka ██████████@waterfronttoronto.ca; Mira Shenker <MShenker@waterfronttoronto.ca>; Sasha Jurak ██████████@waterfronttoronto.ca
Subject: Canada-Waterfront Toronto PLFP Oversight Committee Meeting Materials - February 20, 2019

Good Afternoon,

Please find attached the materials for the upcoming Oversight Committee Meeting to be held on February 20, 2019. Apologies for the late arrival.

Regards,
Ann

ann landry | pmo coordinator | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Pichette, Chanelle (INFC)

From: Sampada Chandane <[REDACTED]@waterfronttoronto.ca>
Sent: February 21, 2019 9:50 AM
To: MacFarlane, Shainah (INFC)
Cc: Coffin, Erin (INFC)
Subject: RE: Touch Base

Thanks so much Shainah. Yes, 3.15 works. Is there a number I should call or do you want me to give you a number? Also, before the meeting, would you be able to direct me on the material related to the Tier 1, Tier 2 and Tier 3 expenses. I am looking through the User Recipient Guide to see where I can find an explanation but am unable to do so. Would appreciate your help as always.

Regards,
 Sampada

From: MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>
Sent: Thursday, February 21, 2019 9:46 AM
To: Sampada Chandane <[REDACTED]@waterfronttoronto.ca>
Cc: erin.coffin@canada.ca
Subject: RE: Touch Base

Hi Sampada,

Absolutely.

Does 3:15 work for you? Erin will join as well!

Best,

Shainah

From: Sampada Chandane [mailto:[REDACTED]@waterfronttoronto.ca]
Sent: February 21, 2019 9:39 AM
To: MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>
Subject: Touch Base

Good Morning Shainah,

I wanted to touch base with you (a quick 5 – 10 minute call) sometime today if possible. I had to miss the meeting yesterday as a result of a prior ERP commitment but I did get a debrief from Lisa and would appreciate if we could chat briefly today so that I have some more clarity on the next steps for me. I would really appreciate if you could let me know w time of your choosing and I shall make myself available.

Thanks,
 Sampada

sampada chandane | director, financial management | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 [REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

Pichette, Chanelle (INFC)

From: Ken Dion <[REDACTED]@waterfronttoronto.ca>
Sent: March 12, 2019 5:08 PM
To: 'Michael Kraljevic'; Leslie Gash; Christopher Glaisek; David Kusturin; Edward Chalupka; Julius Gombos; Pina Mallozzi; Michael Nobrega; Mira Shenker; 'David Stonehouse'; Julie Bowering; 'Kyle Knoeck'; 'Lynda Macdonald'; 'Mike (EDC) Williams'; 'hon lu'; 'Nik Chatterjee'; 'Steven Trumper'; Nassif, Marie-Pier (INFC); adam.redish@ontario.ca; 'Ren, Wendy (MOI)'; John.Mackenzie@trca.on.ca; Cam.Whitehead@ontario.ca; Nancy Gaffney; Laura Stephenson; Ann-Marie.Nasr@toronto.ca; Colleen Auld; 'Steve McKenna'; Tracey.Cook@toronto.ca; Jed Kilbourn
Cc: [REDACTED] Mary Scotland; 'Andrea Broughton'; 'Elaine Hung'; 'Leena Eappen'; 'Janice Paterson'; michelle.sirizzotti@trca.on.ca; [REDACTED]@toronto.ca; Kyla.Marrin@ontario.ca; Ibukun.Olowude@ontario.ca; Adrian.Lue@ontario.ca; Michelle.Jennings@ontario.ca; McCallum, Robert (INFC); MacFarlane, Shainah (INFC); Inthika Senathirajah; Jonathan Lam; Ann Landry; Shannon Baker; Don Forbes; Meggen Janes; Simon Karam; Maryam Nassar
Subject: Port Lands ESC March 19 - City of Toronto
Attachments: ESC Utilities March19.pdf; ESC Broadview Eastern March 19.pdf; [REDACTED] ESC EA Annual Compliance Summary Update March 19.pdf; Port Lands ESC Meeting Minutes 22JANUARY2019_Final.docx; ESC 17 Agenda_for Meeting_Mar19_2019.docx; PLFP Project Charters_March 2019.zip; NEW_PLFP Dashboard_Jan 2019_Mar 11 2019.pdf; [REDACTED] 2019 01 31 Cherry Street Lake Filling Dashboard Report.pdf

Good afternoon,

Please find enclosed the meeting materials for the upcoming Port Lands Executive Steering Committee Meetings, scheduled for March 19, at Toronto City Hall – 24th Floor Board Room.

This email includes:

- a) January 2019 Meeting Minutes
- b) March 19, 2019 Meeting Agenda
- c) Utilities Accommodation Presentation
- d) Broadview Eastern Flood Protection Class EA Update Presentation
- e) 2018 Annual EA Compliance Report Summary Presentation
- f) Risk Issues Update Presentation
- g) [REDACTED]
- h) Port Lands and Cherry Street Dashboard Summaries
- i) Revised Project Charters (based on comments)

If you have any questions or comments, please let me know.

Thanks
 Ken Dion



WATERFRONTToronto

March 19, 2019

Executive Steering Committee – Utility Accommodation Summary

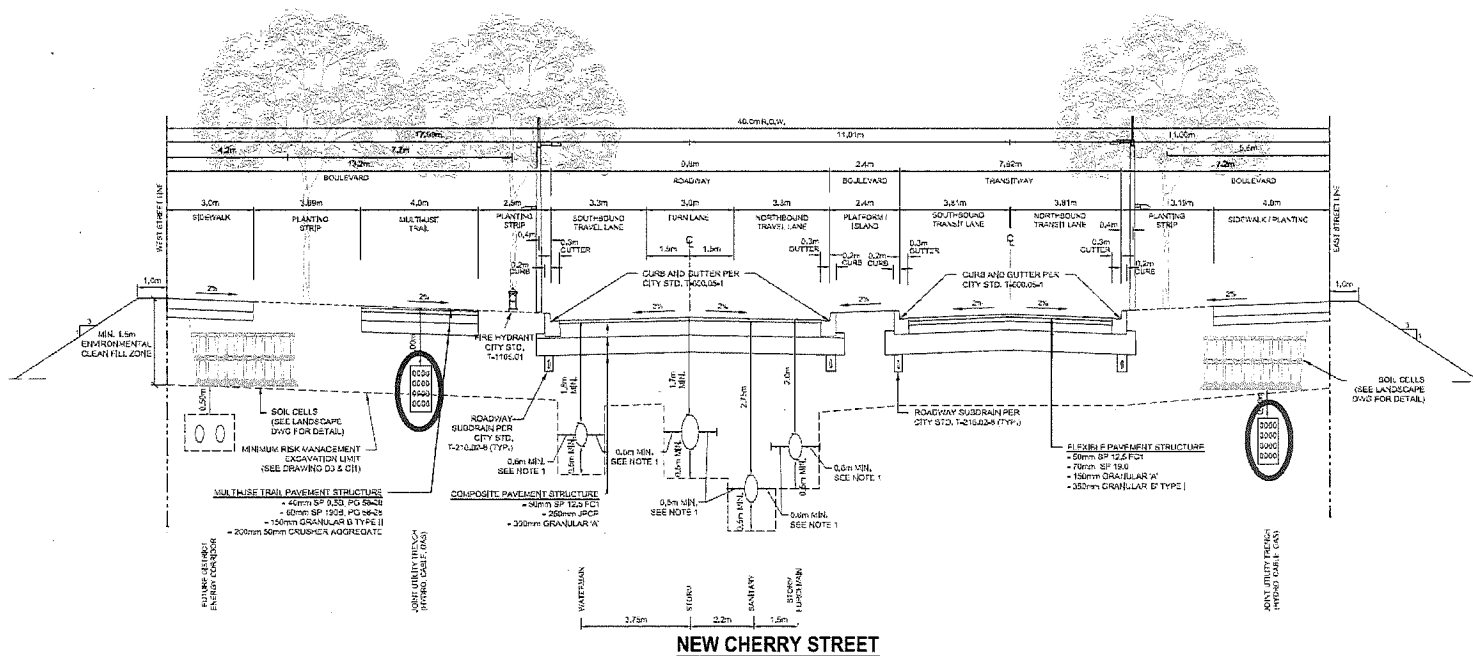
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Ontario Canada

All text information and images are confidential and cannot be shared.

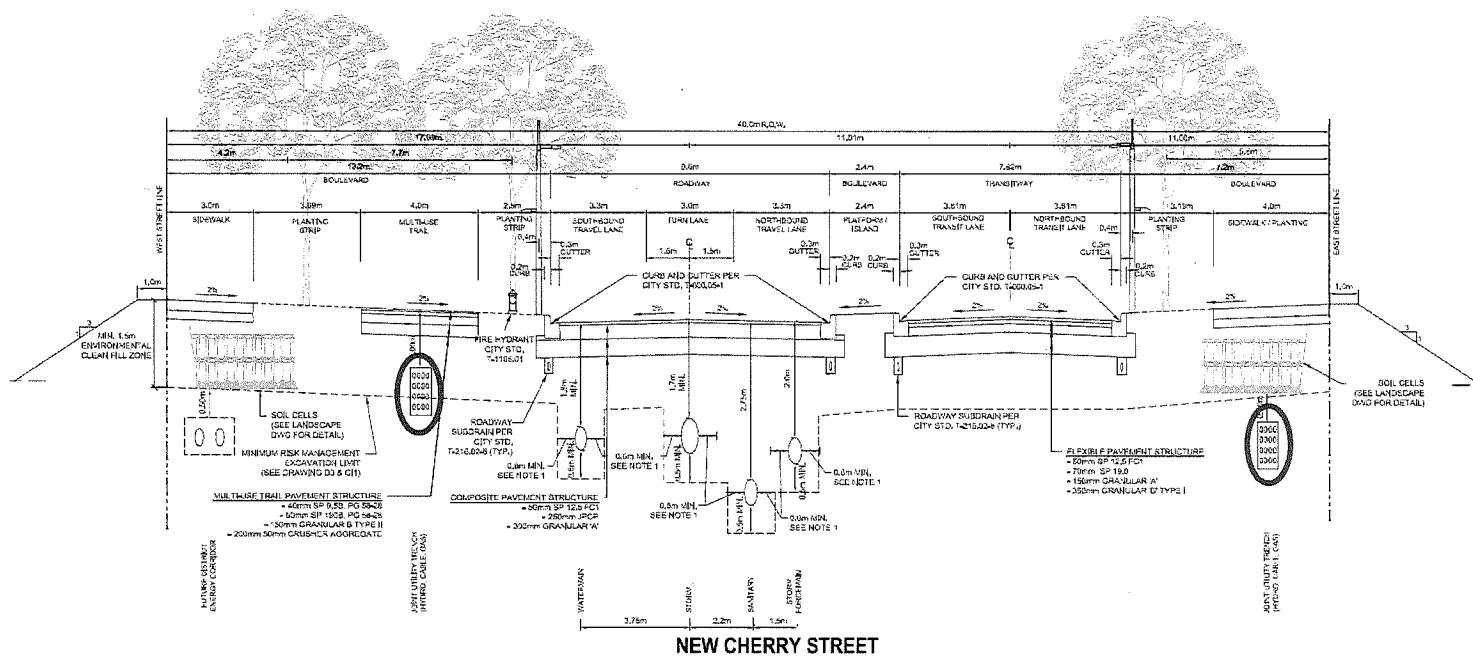
Joint Utility Trenches (JUTs)



- The design accommodates hydro and non-hydro utilities (e.g. Bell, Rogers, telecom companies etc)
- Hydro and non-hydro utilities will be accommodated within the Joint Utility Trench (JUT) shown in the drawings
- The JUT design has empty ducts to allow for future capacity increases – this allows future cables to be installed without excavation

m MIN. FOR SMALL DIAMETER PIPES ($\leq 900\text{mm}\varnothing$)
m MIN. FOR LARGE DIAMETER PIPES ($> 900\text{mm}\varnothing$)
ER TO DRAWINGS D2 & D3 FOR BEDDING AND FILL
BARRIER DETAILS.

Joint Utility Trenches (JUTs)



- Space has been reserved for a future District Energy Corridor, however, there are no voids or ducts – the road will need to be excavated in the future for installation
- Final gas servicing plan is currently an unknown as Enbridge has requested direction from WT on climate positive strategy for Villiers Island
- The river crossings are still being discussed with the City and Toronto Hydro

m MIN. FOR SMALL DIAMETER PIPES (<= 900mmØ)
m MIN. FOR LARGE DIAMETER PIPES (> 900mmØ)
ER TO DRAWINGS D2 & D3 FOR BEDDING AND FILL
BARRIER DETAILS.

Thank you.

info@waterfronttoronto.ca

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March 19, 2019

Executive Steering Committee Risk Issues Update

Waterfront Toronto



Ontario Canada

All text information and images are confidential and cannot be shared.

Discussion Points

- Issues that may require ESC approval in the future
- Issues that may require ESC escalation to obtain resolution
- Issues tabled for information and discussion
- Issues tabled for approval will be the subject of separate reports

Issues List

- Sediment and Debris Management Area (SDMA) interim completion (retired – direction to proceed received from ESC)
- Lakeshore Bridge - consolidation of PLFP and Gardiner Hybrid 3 requirements
- Fire Hall location and tenancy
- Atlas Crane retention
- Toronto Hydro – Cost sharing: road project vs flood protection project
- Enbridge Gas – relocation of 20 inch gas main over Don River
- Transport Canada approval of Cherry Street bridge north (retired – approval received)
- Impact of existing tenants on schedule

Issues Identification

Sediment and Debris Management Area (SDMA)

Interim completion

- Will not achieve 50cm freeboard initially
- SDMA completion will be deferred and completed concurrent with or after Gardiner relocation (retired, direction to proceed received)

Lakeshore Bridge

Consolidation of PLFP and Gardiner Hybrid 3 requirements

- Integration of Gardiner Hybrid 3 work into PLFP work (cost sharing and funding agreement)
- Requires early removal of Eastern ramps to and from Lakeshore Boulevard

Issues Identification

Fire Hall

Location and tenancy

- Tenant relocation issues
- Final location of building under discussion with PF&R, CreateTO

Atlas Crane

Retention

- Maintenance and repair of structure in park is a concern to PF&R and was not considered in Due Diligence
- Retention of structure is preferred by Heritage Preservation

Issues Identification

Toronto Hydro

Cost sharing: road project vs flood protection project

- Cost sharing assumed in Due Diligence estimate based on WT as the road authority
- THES does not accept that WT is the road authority

Enbridge

Relocation of 20 inch gas main over Don River

- Enbridge Gas has cancelled EA to assess relocation of gas main
- Enbridge expects public sector to implement preferred solution rather than project enabling solution

Issues Identification

Transport Canada

Approval of Cherry Street Bridge North

- Retired, approval obtained

Existing Tenants

Impacts on schedule

- Due diligence schedule assumed timeframe for property hand-over
- Continued requests to delay hand-over will impact schedule and budget

Issues Status

Sediment and Debris Management Area (SDMA)

Interim completion (retired)

- Request for approval tabled on January 22, 2019
- Formalizing removal of full SDMA build-out as part of PLFP due to conflict with Gardiner re-alignment work
- Proceeding with design of interim SDMA

Lakeshore Bridge

Consolidation of PLFP and Gardiner Hybrid 3 requirements

- Draft of request for approval presentation on December 19, 2018
- Draft of request for approval presented to the City on February 7, 2019
- Formal approval request to be tabled with ESC following meeting with City staff

Issues Status

Fire Hall

Location and tenancy

- Discussions ongoing with PF&R, CreateTO, Owner and tenant
- Updated Report tabled on January 22, 2019
- Proceeding on the assumption that Fire Hall will re-located per due diligence report
- Waterfront Toronto considering options to purchase Fire Hall

Atlas Crane

Retention

- Heritage and structural assessment underway
- Structural assessment completed and being finalized
- Heritage assessment to be completing pending results of structural assessment

Issues Status

Toronto Hydro

Cost sharing: road project vs flood protection project

- Memo submitted to City in December regarding Road Authority responsibility
- Letter of confirmation regarding Road Authority responsibility circulated by City of Toronto Legal February 1, 2019
- Waterfront and Toronto Hydro engaging in ongoing discussions regarding cost sharing principals

Enbridge

Relocation of 20 inch gas main over Don River

- Rights and obligations of Enbridge reviewed by WT
- Enbridge has been advised through a letter on February 14, 2019 of the relocation obligation as per Public Service Works on Highways Act and the urgency of the relocation, referring to TPUCC letter
- Follow up meeting with Enbridge scheduled for March 13, 2019

Issues Status

Transport Canada

Approval of Cherry Street Bridge North

- Retired, approval obtained January 31, 2019

Existing Tenants

Impacts on schedule

- York recently approved extension
- Cimco extension is in discussion
- Lease termination with T&T and adjoining properties – status not known

Thank you.

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March 19, 2019

Broadview and Eastern Flood Protection: Class Environmental Assessment Project

Waterfront Toronto



Ontario

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Conservation
Authority

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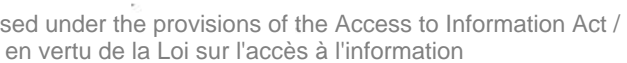
Introduction to the Area



Remaining Flood Risk – Post DMNP Implementation



Lower Don Transformation



Alternative Options for Flood Protection

Alternative Options

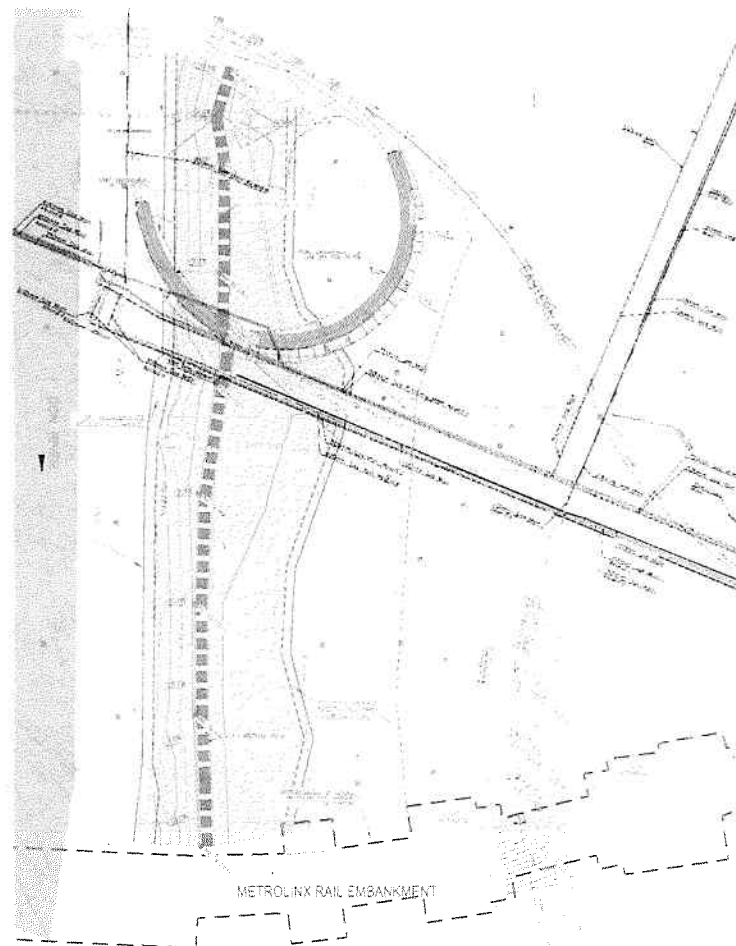
1. Do nothing
2. Improve conveyance
3. Flood protection landform
4. Flood protection structure

Hurricane Hazel Clean-Up, 1954

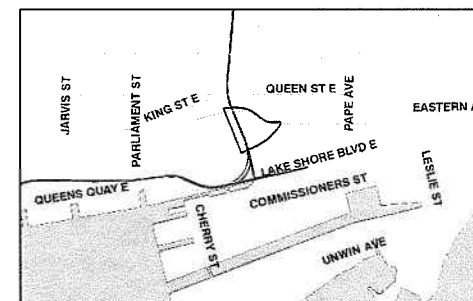
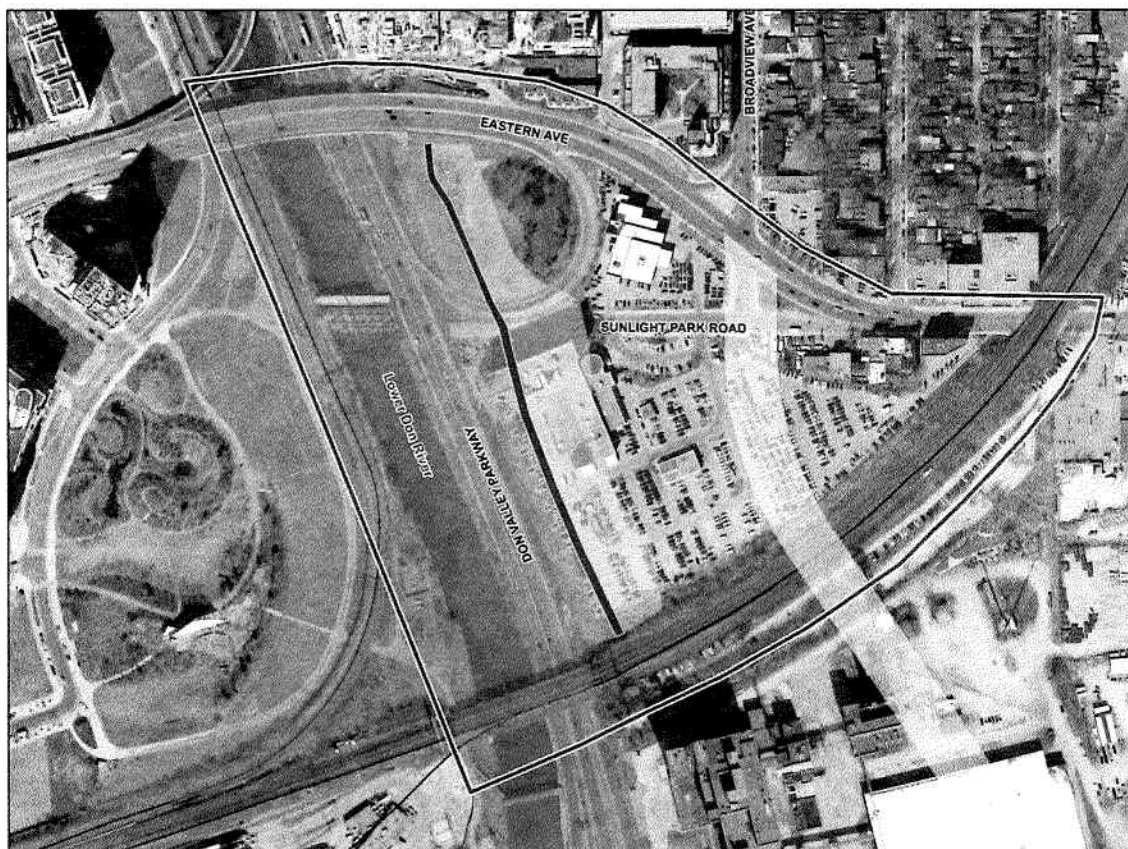


Alternative Options for Flood Protection








Preferred Alternative



Graphic Display of Preferred Alternative



Legend

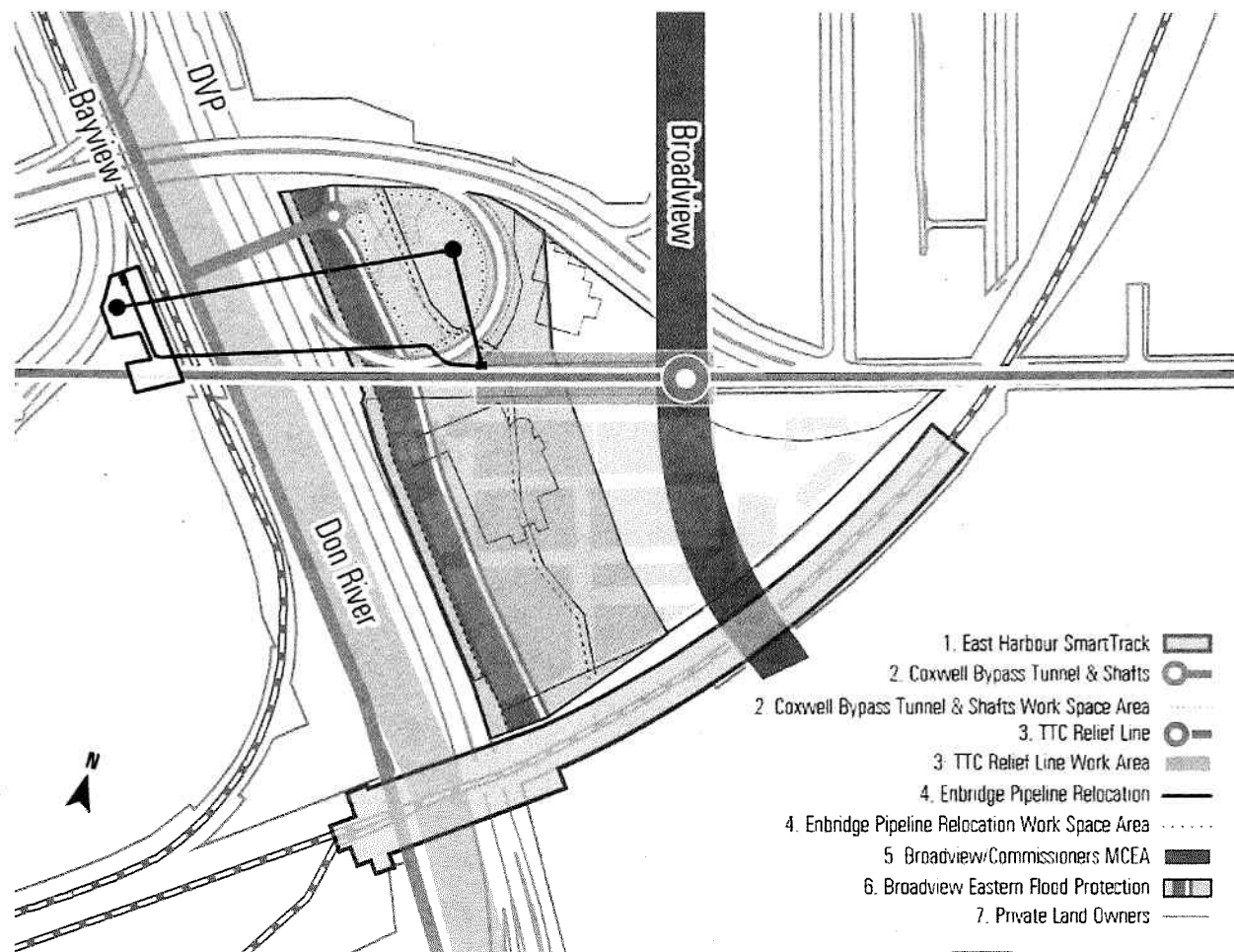
-  EA Study Area
-  Crest
-  Eastern Ave On-Ramp
-  Wet Side
-  Dry Side 3.5% Slope
-  Broadview Ave. Extension
-  Floodplain BEFP

Disclaimer:
The Data used to create this map was compiled from a variety of sources & dates. The TRCA takes no responsibility for errors or omissions in the data and retains the right to make changes & corrections at any time without notice. For further information about the data on this map, please contact the TRCA GIS Department (416) 661-6600.

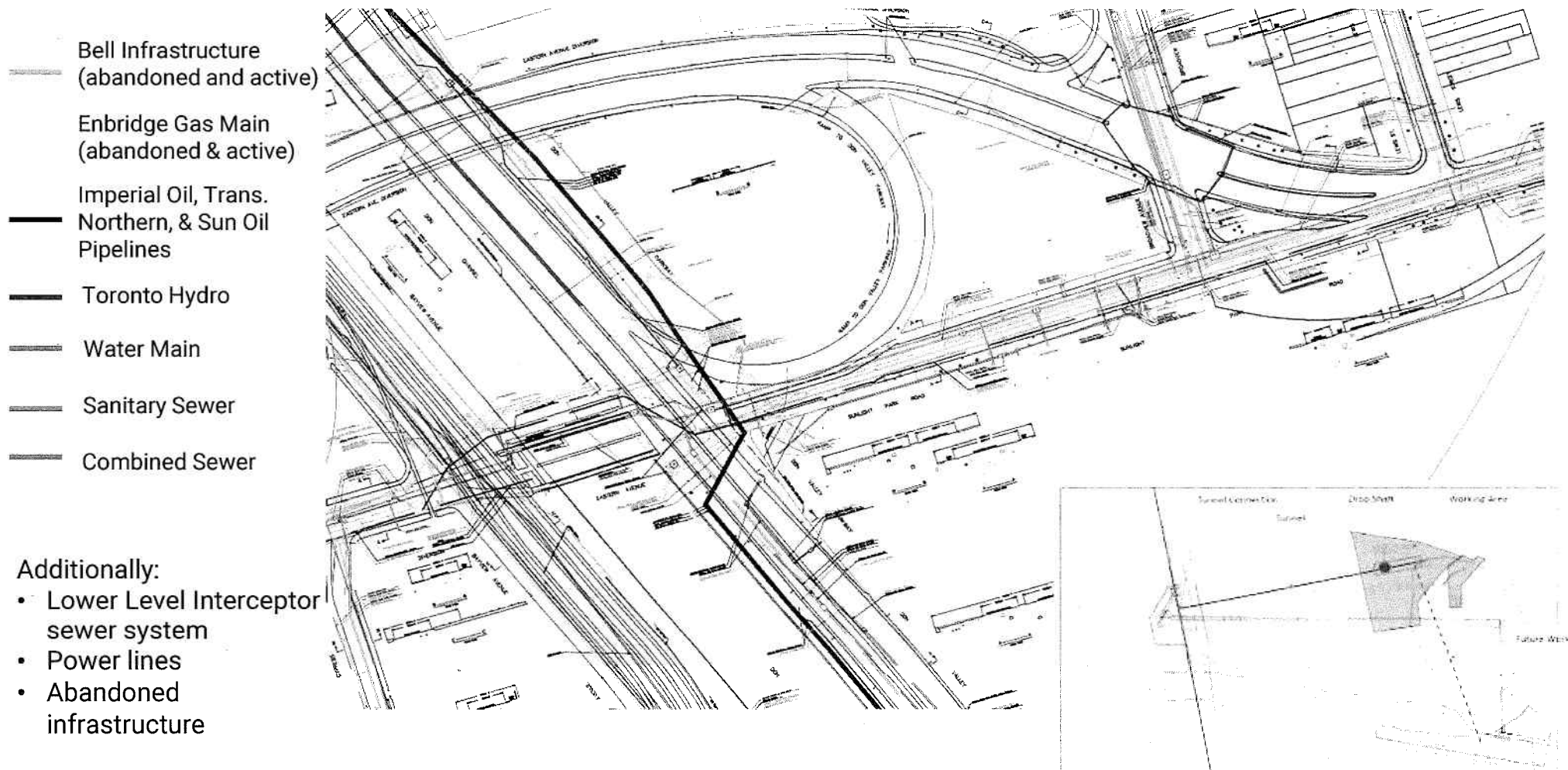
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This is not a plan of survey.

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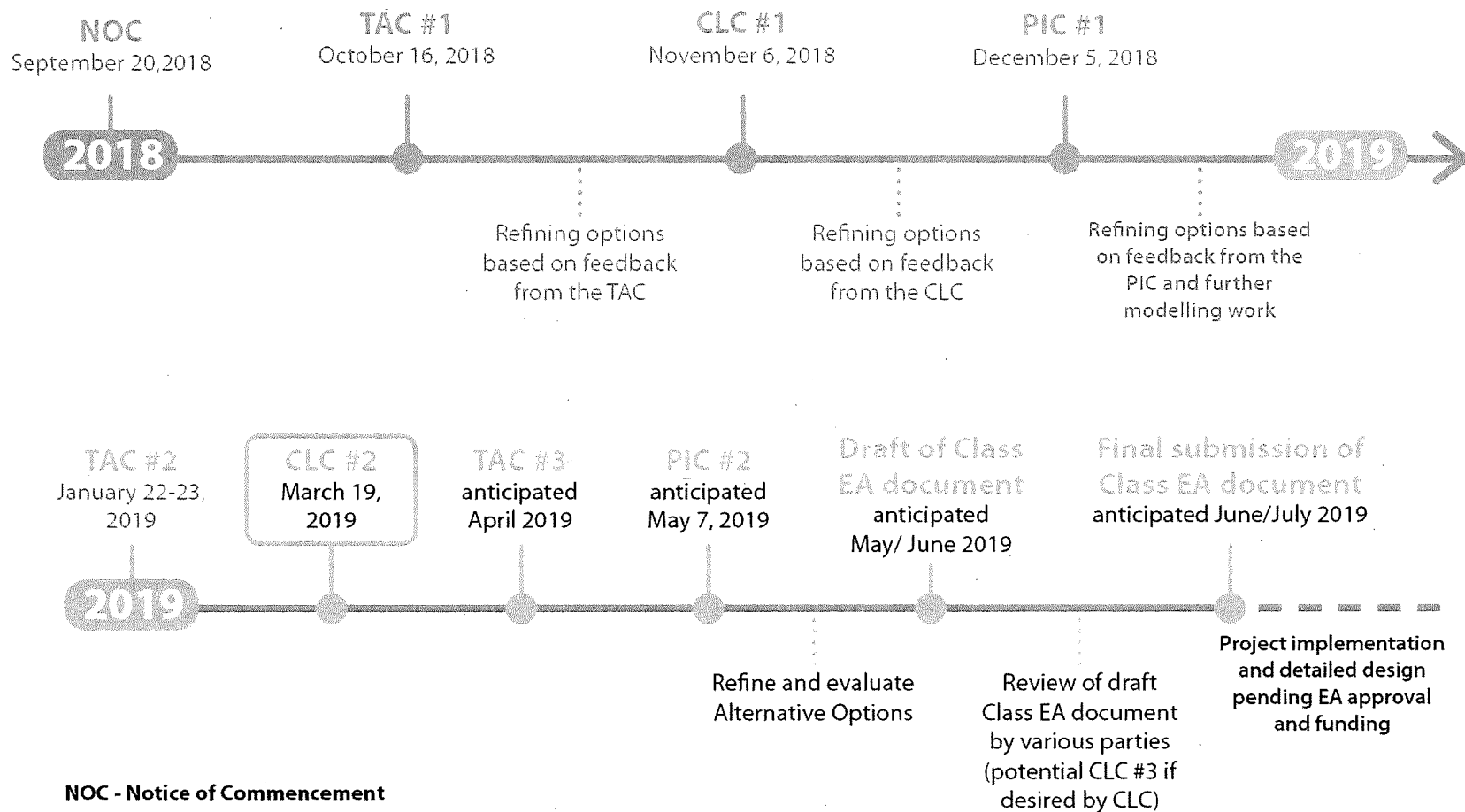
Construction Integration with TTC, East Harbour, Broadview, Coxwell , Enbridge, Port Lands Protocol



Integration with Underground Infrastructure



Work Completed to Date & Schedule



NOC - Notice of Commencement
TAC - Technical Advisory committee
CLC - Community Liaison Committee
PIC - Public Information Centre

Note: DMAF application submitted Jan 2019 with announcement anticipated Spring 2019

Next Steps

Class EA

- Finalize preferred alternative
- Finalize costing and schedule aspects
- Finalize Class EA Document

Consultation

- Community Liaison Committee #2 – March 19, 2019
- Technical Advisory Committee #3 – April 9, 2019
- Public Information Centre #2 – May 7, 2019



Thank you.

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March 19, 2019

Update: EA Compliance Annual Report

Waterfront Toronto



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Presentation Outline

- Summary
- EA Compliance Progress Tables
- Monitoring Completed 2018

Summary

Port Lands Flood Protection and Enabling Infrastructure Project

- Consists of amalgamation of 2 Environmental Assessment Projects:
 - Don Mouth Naturalization and Port Lands Flood Protection Project EA (DMNP EA); and
 - Lower Don Lands Transportation and Servicing Master Plan Class EA (LDL Class EA)

Annual EA Compliance Monitoring and Report:

- One of the conditions of approval of the DMNP EA by the MOECC (now MECP), in January 28, 2015.

Summary

Details of 2 Key MECP Conditions of Approval for the DMNP EA Include:

- Compliance Monitoring Program:
 - Developed by proponents and submitted to MECP on January 28, 2016
 - This is required to ensure EA commitments are itemized and tracked for progress
- Annual Compliance Reporting: Implement approved Compliance Monitoring Program on an annual basis to report on EA project progress.
 - 1st Report Submitted January 28, 2016 (MECP accepted)
 - 2nd Report Submitted January 28, 2017 (MECP accepted)
 - 3rd Report Submitted January 28, 2018 (under MECP review)
 - Annual Reports will be required throughout construction AND post-construction, until Project is deemed functioning as anticipated by the EA.

Annual EA Compliance Progress Tables

2018 EA Compliance Conditions

Organized into separate tracking tables:

- Table 1: MECP Notice of Approval General Conditions
- Table 2: EA Specified Environmental Mitigation Measures Monitoring
- Table 3: Public and Indigenous Community Engagement Monitoring
- Table 4: Other EA commitments (excluding mitigation measures) for design, construction and establishment project phases
- Table 5: Other EA commitments, involving additional studies and EA recommendations.

Note

- 2018 marks the first year that construction involving the PLFPEI as well as CSLF was underway.
- As additional sub-projects come online, annual reporting EA Compliance will continue to become an increasingly more complex process to keep track of the various components.

Baseline Monitoring Completed in 2018

TRCA Annual Monitoring

TRCA Annual Monitoring: Appendix D Report summarizes the following:

- TRCA continues baseline environmental monitoring in the Lower Don and Inner Harbour, as part of TRCA's Annual Monitoring Program.
- Includes:
 - Fisheries monitoring;
 - Water quality data in the Keating Channel (including turbidity);
 - Water temperature data in Lower Don, Keating Channel and Inner Harbour slips;
 - Sediment sampling; and
 - Canada goose and mute swan nest management in construction area (at request of Ellis Don)

TRCA Annual Monitoring

Appendix D Report also identifies additional monitoring efforts by TRCA and others in direct support of CSLF and PLFPEI works:

- Baseline water quality surveys to establish the construction monitoring protocols on behalf of Jacobs;
- Tree surveys and reports in support of Tree Removal permit applications;
- Archaeological monitoring and reporting during soils investigations led by GHD;
- TRCA undertook Species at Risk surveys (bats) and noted barn swallow surveys (undertaken by WT consultants) to address MNRF requirements;
- Noted GHD's ongoing soils and groundwater surveys throughout the area;
- Noted the noise and air quality monitoring underway for the CSLF program.



Thank you.

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Project Name: Port Lands Executive Steering Committee

Meeting Subject: Port Lands Flood Protection and Enabling Infrastructure

Meeting Number: 16

Location of Meeting:	City Hall	Date of Meeting:	January 22, 2019	Time Of Meeting:	3:00-5:00 P.M.
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Location of Next Meeting:	City Hall	Date of Next Meeting:	March 19, 2019	Time Of Next Meeting:	2:00-3:30 P.M.
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Minutes Prepared By:	Ken Dion	Minutes Prepared On:	January 23, 2019
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Participants: (Attendees ✓):

Lou Di Gironimo (CoT) ✓

John MacKenzie (TRCA)

Michael Nobrega (WT) ✓

David Stonehouse (CoT) ✓

Ken Dion (WT) ✓

David Kusturin (WT) ✓

Kyle Knoeck (CoT)

Nick Chatterjee (CT) ✓

Julius Gombos (WT) ✓

Mike Williams (CoT) ✓

Wendy Ren (MOI) ✓

Leslie Gash (WT)

Steve McKenna (CoT)

Nancy Gaffney (TRCA) ✓

Ann-Marie Nasr (CoT) ✓

Lynda Macdonald (CoT) ✓

Marie-Pier Nassif (IC)

Mira Shenker (WT) ✓

Adam Redish (MOI) ✓

Caitlyn Alexandra (MOI)

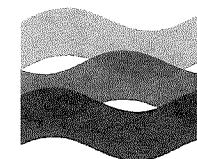
Adrian Lue (MOI) ✓

Kathy Morin (IC)

Hon Lu (CT) ✓

Laura Stephenson (TRCA)

Meeting Minutes

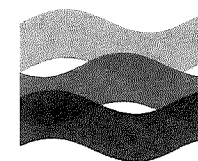


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Steven Trumper (CT)	Pina Mallozzi (WT) ✓	Simon Karam (WT)
Cam Whitehead (MOI) ✓	Michael Kraljevic	Tracey Cook (CoT) ✓
Lynda MacDonald (CoT) ✓		

Meeting Notes:	Task /Status
<p><u>Minutes of Previous Meeting/Comments</u></p> <ul style="list-style-type: none"> Accepted. Introduced Tracey Cook – new City Deputy Manager. ACTION – Deadline to review Project Charters extended to January 31, 2019. DS – Has scheduled a city meeting to discuss traffic analysis implications (practical and political) – February 7th. <p><u>Task Completed from Previous ESC</u></p> <ul style="list-style-type: none"> Read side notes for tasks summary. <p><u>Key Items</u></p> <p>Parks and River Valley Design Update (PM)</p> <ul style="list-style-type: none"> PM provided overview of overall design. <ul style="list-style-type: none"> PM - The 50% parks and 60% design on river were provided to PF&R and TRCA for review. Formal comments were received prior to Christmas. Regular workshop meetings with both agencies occurring throughout December and January to discuss in detail. DS – Clarified that unfunded parks in design will be funded through the build-out for the adjacent development precincts. AR – What are red dots? <ul style="list-style-type: none"> PM – They denote the location for fencing – required from a public safety perspective and soils management obligations. PM – Summarized Parks components of River Valley Park North. <ul style="list-style-type: none"> PM – Fire Hall relocation in River Valley Park North is problematic for Parks (reason – having private property in a public park) and TTC (landlocked private property with the future LRT). Looking at alternative location in parking lot 	<p>All - Project Charter Reviews to be done by January 31, 2019</p> <p>CARRY-OVER - DS to establish a railway users meeting when a preliminary design and schedule for the preferred approach selected for the Railwayspur crossing.</p> <p>MARCH OR APRIL</p>

Meeting Minutes



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at Keating Channel Pub. Beside loss of parking, there is a long-term impact on future development in the Villiers Island Precinct Plan if relocated there.

- AMN – Corporate effort to find alternative location with CreateTO. Option of buying out being explored.
- JG – owner of Fire Hall has been informed of the planning underway.

- PM – Summarized River Valley components of main naturalized valley and summary of the construction approach for the valley.

- LDiG – Asked if underdrains shown in the valley excavation drawings need to be operated afterwards?
 - DK – No, they are there only for the construction phase.

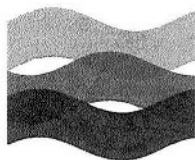
- PM – Summarized River Valley Park South and Don Greenway.

- PM – Summarized Promontory Park North (not funded).

- No change in design since 30% but Parks have asked WT to open up the park on an interim basis to look at approvals and costs on some interim condition. WT is looking into what is feasible.
- JG – outlined existing waterlots / Essroc Pier boundary. Highlighted that WT and Ports Toronto working to get long-term license arrangement for final condition.

- PM – Summarized Promontory Park South (mostly funded).

- Not funded in the design are the washroom building (north building), operations shed (south building), Atlas Crane (one with crane, one without), and 2 version of playground (1 funded, 1 not).
- LDiG – Will this be a swimming beach? What is the water quality?
 - KD – No, it remains the Don River. Same water quality conditions as existing until the CSO interceptor put in place for the Don River.
 - LDiG – If so, we need to be very clear in signage of the risks of water quality and that it is not a bathing beach.
- MW – Canoe cove, how do you get a canoe there?
 - PM – Park on street with layby or Canoe/Kayak Share at 2 locations in Villiers Island (3rd party provider).
- MW – What are the depths of the Canoe Cove area?
 - PM – wadable, meant for kids from a safety perspective.
- MW – Part of the issue is to minimize costs for maintenance. Does the lawn-covered islands meet intent for minimizing operations?
 - AMN – Responded that PF&R are working closely with the design process. There is an examination of what the parks will look like and cost over time, versus immediately after completion (grow). A component of the design involves progressive establishment over time.
 - AMN - Destination play is aspirational and involves significant annual operations cost beyond current Parks operations budgets. City will need to look at a separate funding commitment to address the programming for this Park. A strategic plan and staff report will be required to confirm such a budget.



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Meeting Minutes

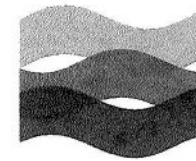
- LDiG – Added additional concerns about programming and maintenance features on the little islands given impacts of water quality, lake levels, access and costs. Lots of other land in the Parks to include programming.
- Overall, operations costs and maintenance complexity requires resolution in the final park design.

Sediment and Debris Management Area (SDMA) Presentation (JG)

- JG – Provided a summary of the SDMA.
 - Interim SDMA is intended to integrate with Gardiner Piers left in place to avoid undermining the piers. Interim SDMA meets the Regulatory Flow conveyance, but not the 50cm freeboard. Once the Gardiner is removed, we can then finalize the SDMA to obtain full conveyance capacity as required.
 - DK – Looking for direction from ESC to proceed with interim condition for the SDMA. This means full PLFPEI work will be done after 2024 – there is some flexibility in Contribution Agreement to delay components of the final work. This approach will save money by avoiding throw-away reinforcement costs of the Gardiner pier underpinning.
 - JG – The interim SDMA does allow First Gulf works to move forward and obtain functional flood protection in accordance with the original schedule.
 - DS – What is the cost for the work to come after 2024?
 - DK – The costs are included within the overall budget however don't presently have the breakdown in hand.
 - LDiG – Will need to look at how to implement (may be Gardiner team OR have WT finish). This will save money, mitigate risk to the Gardiner, but there is a need to figure out the funding and implementation mechanisms to undertake the work.
 - The ESC noted that WT will proceed with interim condition for the SDMA. WT to provide additional detailed information on scope and schedule implications. The question of future funding and implementation mechanisms should be referred to the government stakeholders for consideration. A future amendment to the project Contribution Agreement will likely be required.

Current and Upcoming Construction Activities Summary (JG)

- JG – Provided a summary on Forecast of work (NOTE - format of powerpoint will be cleaned-up next time).
 - JG – Shallow excavation of the future river valley started last week. Deep excavation will start in April 2019.
 - DS – Critical message, the actual construction of the river valley has commenced as of the week of January 14th.



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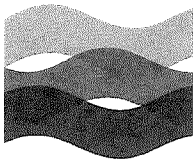
Meeting Minutes

Flood Protection and Enabling Works and CSLF Dashboard

- DK – Dashboards are taken as read.
 - Informed ESC that WT is updating all reporting to reflect 30% design estimates.
 - Updated risk quantification will be undertaken in the next quarter.
 - Ellis Don will update schedule to reflect 30% design in next 2 or 3 weeks.
 - LDiG – Seems to be a good opportunity to the overall project schedule if we advance the existing Cherry Street bridge removal early.
 - KD – there is a tie in with this opportunity with the construction planning for the City's Gardiner Rehab work involving traffic management coordination. We will need to confirm that the existing Cherry Street Bridge is not required for the Gardiner Rehab works. Those discussions are underway.

Future Agenda Items

Meeting Minutes



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- March 19th ESC – PM to present how utilities incorporated into the road design.
- March 19th ESC – KD to present Broadview Eastern Flood Protection Class EA update and associated projects.
- March 19th ESC – KD to present DMNP EA Compliance Reports to MECP
- April ESC – JG to present Lake Shore Bridge final recommended approach.
- FEBRUARY 13th ESC Cancelled

New Business

- None

The above meeting notes are believed to be an accurate record of the discussions held and will be considered correct unless notification of any error or omission is submitted in writing within 7 days of the date of the circulation of the minutes.

Port Lands Flood Protection and Enabling Infrastructure
Executive Steering Committee Meeting #17
 March 19, 2019 2:00-3:30 pm
 Toronto City Hall, 100 Queen Street East – 24th Floor, Large Boardroom

AGENDA

Item	Length	Info/Decision
1) Minutes of previous meeting	5 mins.	Decision
2) Tasks Completed from previous ESC	5 mins.	Info
3) Key Items		Info
a) Broadview and Eastern Flood Protection Project Class EA Update (KD) 15 mins	45 mins.	Info
b) 2018 Annual EA Compliance Report Summary (KD) 10 mins		Info
c) Follow-up Update on Servicing Integration in the PLFPEI (PM) 5 mins		Info
d) TPLC Property Hand-over Progress Update (NC) – 10 mins		Info
e) Sign Project Charters – 5 min		Action
4) Monthly Update Reports		
a) Risk Issues	15 mins.	Info
b) Flood Protection Project Dashboard		
c) Cherry Street Lake Filling Project Dashboard		
d) Active Risks Register		
5) Future Agenda items	5 mins.	Info
6) Next Steps and New Business (All)	5 mins.	Info

Next ESC Meeting: April 10, 2019

PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM SUMMARY

Waterfront Toronto is tracking the progress of the Port Lands Flood Protection (PLFP) Program and is proceeding in accordance with the contractual budget and schedule obligations. Schedule and budget risks are being closely monitored to ensure program delivery.

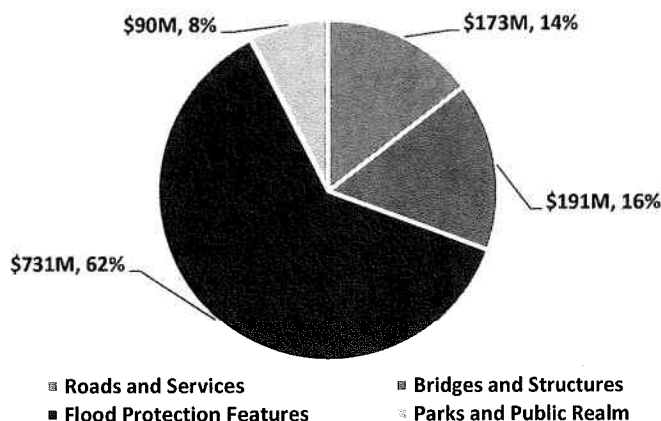
STATUS SUMMARY



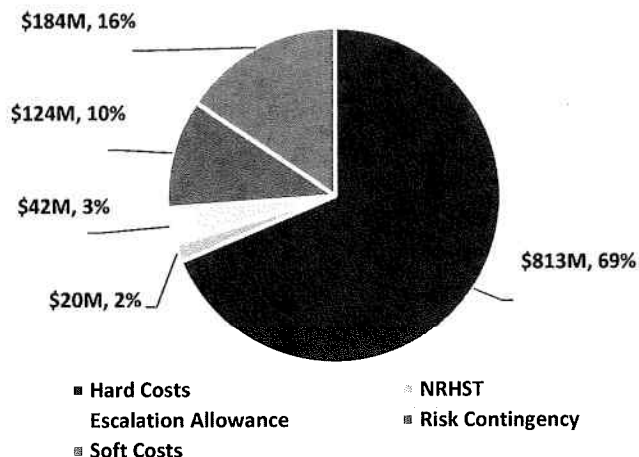
NOTE: While the contractor is currently reporting schedule delays on individual projects, the end date for the delivery of the Port Lands Program remains unchanged. In addition, Waterfront Toronto is in the process of adjusting the overall program schedule to mitigate schedule risks that are being reported.

PROGRAM BUDGET ALLOCATION (Based on 30% Design Estimates)

Program Cost (\$1.185B)



Program Budget by Cost Category (\$1.185B)



FINANCIAL SUMMARY

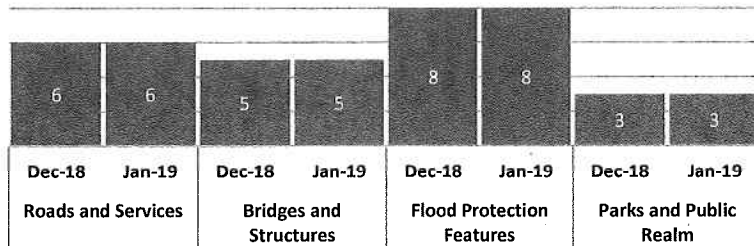
Project Name	Due-Diligence Budget (\$M)	Approved Changes (\$M)	Approved Budget (\$M)	Total Commitments (\$M)	Anticipated Commitments	Estimate At Completion (\$M)	Variance to Approved Budget (\$M)	Costs Incurred to Date (\$M)	% Complete to Date
Commissioners St. West to New Cherry St.	\$ 18.00	\$ 8.00	\$ 26.00	\$ 4.13	\$ 21.87	\$ 26.00	\$ -	\$ 0.90	3%
Commissioners St. East to Saulter St.	7.00	(1.35)	5.65	1.15	4.50	5.65	-	0.34	6%
Cherry Street Re-alignment	22.00	14.26	36.26	6.45	29.81	36.26	-	2.82	8%
Don Roadway North	7.00	9.82	16.82	1.64	15.18	16.82	-	0.57	3%
Hydro One Integration	12.00	(3.63)	8.37	1.98	6.39	8.37	-	0.35	4%
Site Wide Municipal Infrastructure	102.00	(22.54)	79.46	13.83	65.63	79.46	-	3.75	5%
Cherry Keating-Cherry Street Bridge North	55.00	(14.99)	40.01	8.22	31.79	40.01	-	3.44	9%
Cherry Polson-Cherry Street Bridge South	42.00	(3.63)	38.37	10.02	28.35	38.37	-	4.31	11%
Commissioners Street Bridge/Don Roadway	43.00	5.30	48.30	8.31	39.99	48.30	-	3.23	7%
Lakeshore Road & Rail Bridge Modifications	19.00	41.46	60.46	3.98	56.48	60.46	-	1.25	2%
Old Cherry St. Bridge Demolition	4.00	(0.38)	3.62	0.83	2.79	3.62	-	0.16	4%
River Valley System & Don Greenway	486.00	49.21	535.21	97.39	437.82	535.21	-	28.51	5%
Keating Channel Modifications	35.00	(7.54)	27.46	5.41	22.05	27.46	-	1.08	4%
Polson Slip North Side Naturalization	60.00	(10.76)	49.24	10.24	39.00	49.24	-	2.55	5%
Don Roadway Valley Wall Feature	27.00	(5.62)	21.38	5.90	15.48	21.38	-	1.32	6%
Eastern Avenue Flood Protection	5.00	(0.64)	4.36	0.97	3.39	4.36	-	0.22	5%
East Harbour Flood Protection	5.00	(4.10)	0.90	-	0.90	0.90	-	-	0%
Flow Control Weirs	38.00	(16.22)	21.78	5.62	16.16	21.78	-	0.98	4%
Sediment and Debris Management Area	78.00	(18.97)	59.03	13.69	45.34	59.03	-	2.54	4%
Villiers Island Grading	28.00	(16.07)	11.93	2.60	9.33	11.93	-	0.87	7%
River Park North	23.00	(1.27)	21.73	5.43	16.30	21.73	-	1.99	9%
River Park South	27.00	(8.53)	18.47	5.87	12.60	18.47	-	2.06	11%
Promontory Park South	42.00	8.21	50.21	5.31	44.90	50.21	-	3.10	6%
Cumulative	\$ 1,185.00	\$ -	\$ 1,185.00	\$ 218.99	\$ 966.03	\$ 1,185.00	\$ -	\$ 66.34	6%

PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM BUDGET STATUS

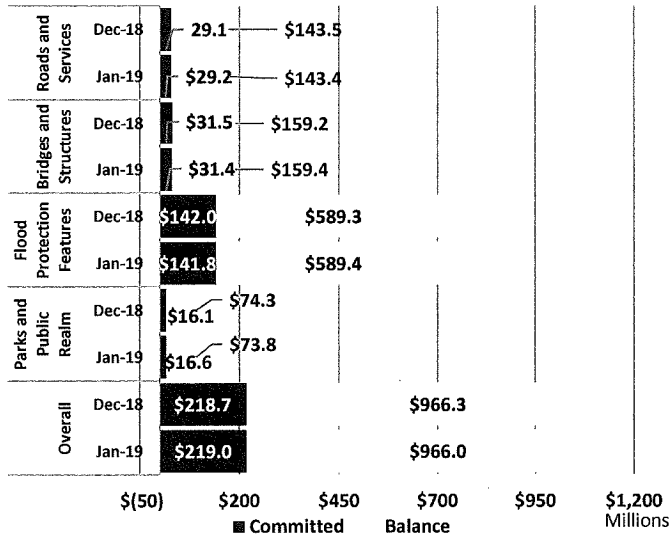
Budget Status - by Segment



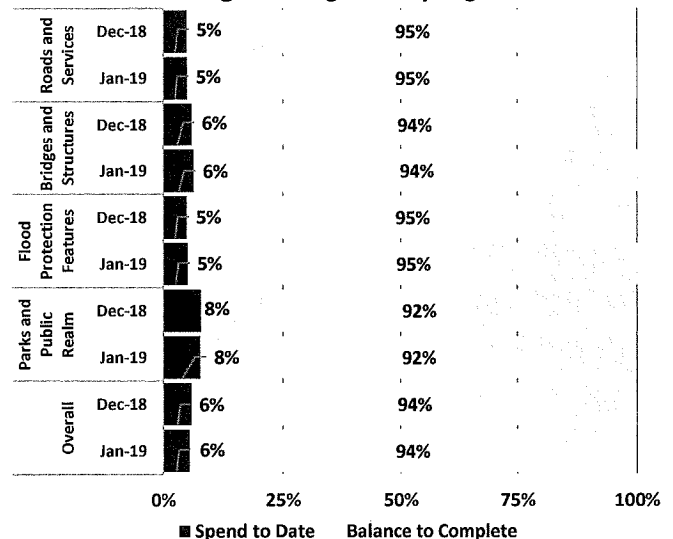
- Forecast to complete within approved budget
- Forecast to complete within 10% of approved budget
- Forecast to complete more than 10% over approved budget

Project Name	Status
BUDGET STATUS	
Roads and Services	
Commissioners St. West to New Cherry St.	
Commissioners St. East to Sault St.	
Cherry Street Re-alignment	
Don Roadway North	
Hydro One Integration	
Site Wide Municipal Infrastructure	
Bridges and Structures	
Cherry Keating-Cherry Street Bridge North	
Cherry Polson-Cherry Street Bridge South	
Commissioners Street Bridge	
Old Cherry St Bridge Demolition	
Lakeshore Road & Rail Bridge Modifications	
Flood Protection Features	
River Valley System & Don Greenway	
Keating Channel Modifications	
Polson Slip North Side Naturalization	
Don Roadway Valley Wall Feature	
Eastern Avenue Flood Protection	
Flow Control Weirs	
Sediment and Debris Management Area	
Villiers Island Grading	
Parks and Public Realm	
River Park North	
River Park South	
Promontory Park South	
Summary	

Commitments and Balance to Complete (\$ Millions)

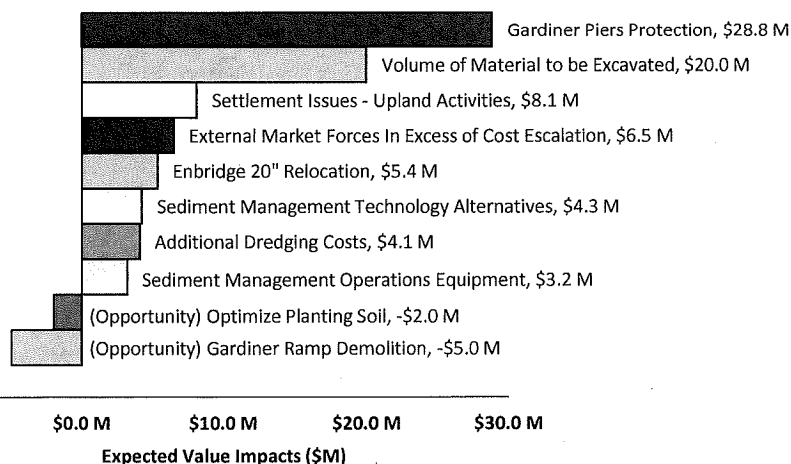


Program Progress - by Segment



KEY BUDGET RISKS & IMPACTS

Top Risks Impacting Project Cost

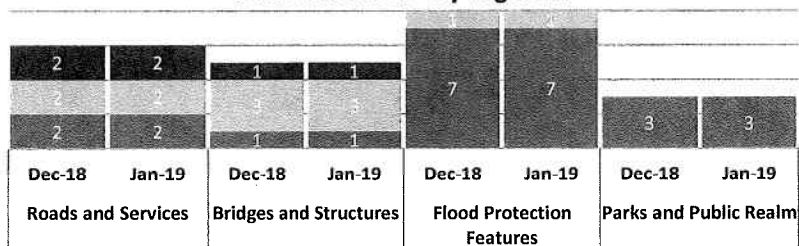


PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM SCHEDULE STATUS

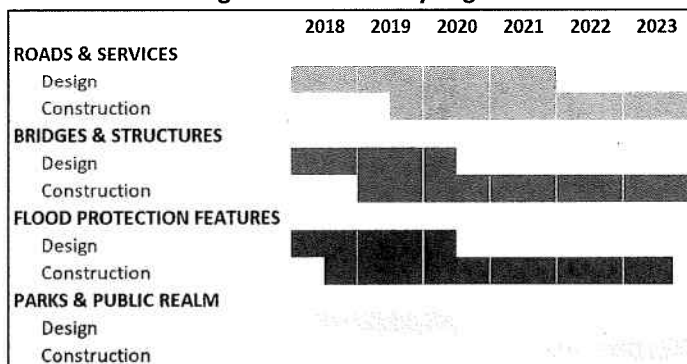
Schedule Status - by Segment



- - On Schedule/0-1 months behind schedule
- - 1-6 months behind schedule
- - 6+ months behind schedule

Project Name	Status
SCHEDULE STATUS	
Roads and Services	
Commissioners St. West to New Cherry St.	●
Commissioners St. East to Saulter St.	●
Cherry Street Re-alignment	●
Don Roadway North	●
Hydro One Integration	●
Site Wide Municipal Infrastructure	●
Bridges and Structures	
Cherry Keating-Cherry Street Bridge North	●
Cherry Polson-Cherry Street Bridge South	●
Commissioners Street Bridge	●
Old Cherry St Bridge Demolition	●
Lakeshore Road & Rail Bridge Modifications	●
Flood Protection Features	
River Valley System & Don Greenway	●
Keating Channel Modifications	●
Polson Slip North Side Naturalization	●
Don Roadway Valley Wall Feature	●
Eastern Avenue Flood Protection	●
Flow Control Weirs	●
Sediment and Debris Management Area	●
Villiers Island Grading	●
Parks and Public Realm	
River Park South	●
Promontory Park South	●
COMPLETION	●

Program Timeline - by Segment



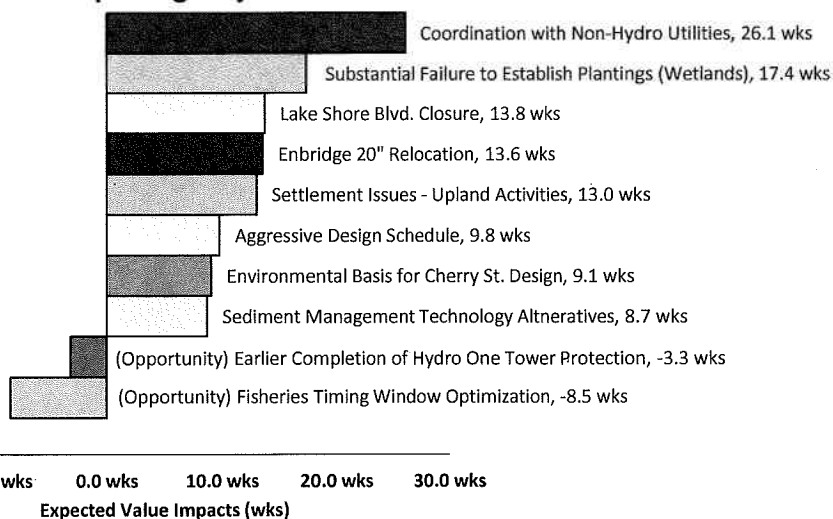
*Based on July 2018 program schedule which has not been updated to reflect 30% budget update.

Key Communications Milestones

Excavation Begins	January-19
Drop-In Centre Reopens	April-19
Public Meeting #3	June-19
Cherry Street Bridge North Begins	June-19
Commissioners Street Road Closes	October-19

KEY SCHEDULE RISKS & IMPACTS

Top Risks Impacting Project Schedule



-20.0 wks -10.0 wks 0.0 wks 10.0 wks 20.0 wks 30.0 wks
Expected Value Impacts (wks)

PLFP Monthly Program Dashboard - as of January 31st, 2019

Issued: February 15th, 2019

PROGRAM PROGRESS - KEY TASKS

Key Tasks To be Completed in Next 6 Months	January Completion	February Completion	March to May Completion	June to August Completion
<div> <div>Completion Date</div> <div>Delayed From Last Report</div> <div>Original Date</div> </div>				
Permits/Design Approvals to be Secured				
MOECP: Permit to Take Water (PTTW) - Keating Channel (Cherry St Re-alignment)	✓			
TRCA: Approval of Cherry Bridge N	✓			
COT: Approval of Cherry St Design	90% Design			
DFO/COT: Permit for Cherry N Bridge and Bridge Demolition			✓	
TRCA: Approval of New Cherry St			✓	
Transport Canada: Approval of Cherry Bridge N, Keating Channel and Polson Slip	✓			
Contracts to be Secured				
Bridges: Steel Structure Fabrication & Erection	✓			
Cherry Bridge N: Deep Foundation			✓	
Promontory Park: Earthworks		✓		
Parks: Playground Design and Fabrication		✓		
Cherry St Road Construction: North of Keating			✓	
Program: Dewatering and Water Treatment System			✓	
Design Phase Status				
Cherry St Re-alignment (Civil, Wet Utilities, Landscaping and Finishes)		100% Design	100% Design	
Water Treatment System & Baffle		100% Design		
All Bridges & Old Cherry St Demolition			100% Design	
Soil Management Operations			100% Design	
River Valley System & Don Greenway				100% Design
Cherry St South Bridge & Old Cherry St Bridge Demolition				100% Design
Construction Completion				
River Valley Shallow Excavation & Pilot Testing			✓	
Geo/Environmental Boring Data			✓	
Cherry St Road Work (Construction Start)			✓	
Dewatering and Water Treatment Plant Implementation				✓
Cherry St North Bridge (Construction Start)			✓	

INDIGENOUS CONSULTATION

Completed To Date

- Mississaugas of the Credit First Nation (MCFN) Field Liaison Representative (FLR) Agreement signed by Waterfront Toronto
- MCFN FLR's participated in fish monitoring and salvage activities with TRCA in November
- Communications continue between Waterfront Toronto and Department of Consultation and Accommodation at MCFN
- Chief LaForme of the MCFN attended and spoke at the Port Lands Ground Breaking Ceremony on November 28th

Next Steps

- Waterfront Toronto and MCFN are continuing discussions on Draft MOU

SITE PHOTOS



Figure 1
Investigation of Atlas Crane Foundation

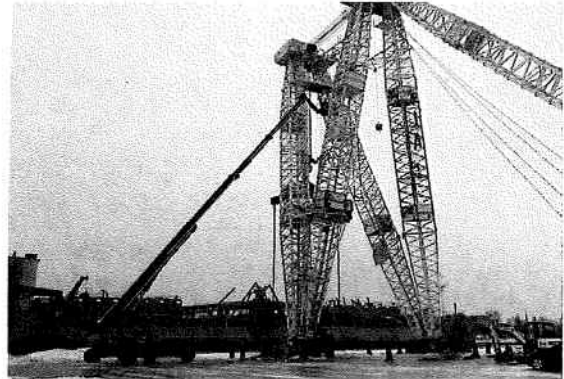


Figure 2
Investigation of Atlas Crane Condition



Figure 3
Keating Channel Dock Wall Inspection



Figure 4
Asphalt Stripping

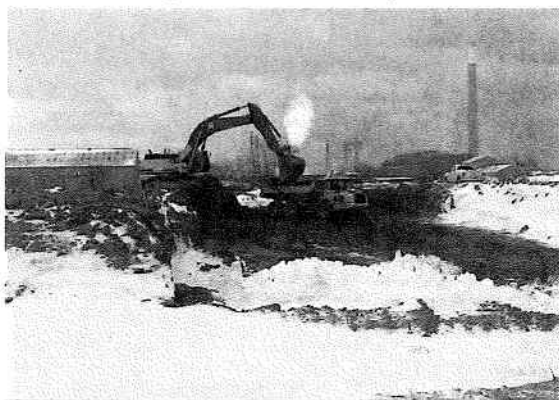


Figure 5
51-56 Commissioners Shallow Excavation



Figure 6
51-56 Commissioners Shallow Excavation

McCallum, Robert (INFC)

From: Emil Zelic [REDACTED]@waterfrontoronto.ca>
Sent: March 13, 2019 4:25 PM
To: McCallum, Robert (INFC)
Subject: RE: Dashboard etc.

Hi Rob,

Sorry to disappoint but we just started review of February status report(s) and don't have a list that can be provided.

It is usually third week of the month where status is confirmed for activities of the previous month.

On other hand, information that you have is consistent with information that is shared to-date with all other monitoring committees, workgroups etc.

I hope this will be of assistance.

thanks Rob.

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
 [REDACTED]@waterfrontoronto.ca | www.waterfrontoronto.ca



WATERFRONTtoronto

From: McCallum, Robert (INFC) <robert.mccallum@canada.ca>
Sent: March 13, 2019 2:57 PM
To: Emil Zelic <[REDACTED]@waterfrontoronto.ca>
Subject: RE: Dashboard etc.

Hi Emil

[REDACTED]

The material we now have received is great. To provide a completely up-to-date status, could you provide us with a very brief summary of any project activity since Fed 1. A quick email, with a few bullets, is fine. Based on our current material prep deadlines, tomorrow morning would be fine.

Thanks for your prompt response.

Rob

From: Emil Zelic [mailto:[REDACTED]@waterfrontoronto.ca]
Sent: March 12, 2019 5:27 PM
To: McCallum, Robert (INFC) <robert.mccallum@canada.ca>; Edward Chalupka [REDACTED]@waterfrontoronto.ca>
Cc: MacFarlane, Shainah (INFC) <shainah.macfarlane@canada.ca>
Subject: RE: Dashboard etc.

Hi Rob,

as per a voicemail I left you this morning – could you please call me at your convenience to discuss this ask.

We have a report in preparation and we need to understand if it will meet your request.

thanks Rob

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: Emil Zelic

Sent: March 11, 2019 5:57 PM

To: 'McCallum, Robert (INFC)' <robert.mccallum@canada.ca>; Edward Chalupka <[REDACTED]@waterfronttoronto.ca>

Cc: shainahmacfarlane@outlook.com <shainah.macfarlane@canada.ca>

Subject: RE: Dashboard etc.

Hi Robert

We will provide you with latest PLFP Dashboard tomorrow.

I will see how much we can provide in terms of short summary so that it aligns with progress made since last IGSC meeting.

thanks

emil zelic | executive director PMO & IT | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
[REDACTED]@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONTToronto

From: McCallum, Robert (INFC) <robert.mccallum@canada.ca>

Sent: March 11, 2019 5:35 PM

To: Edward Chalupka <[REDACTED]@waterfronttoronto.ca>; Emil Zelic <[REDACTED]@waterfronttoronto.ca>

Cc: shainahmacfarlane@outlook.com <shainah.macfarlane@canada.ca>

Subject: RE: Dashboard etc.

Emil

It's been noted that perhaps it should have been you I sent this to....anyway, can you guys sort out who sends us this info?

[REDACTED]

Thanks,
Rob

From: McCallum, Robert (INFC)
Sent: March 11, 2019 11:14 AM
To: Ed Chalupka [REDACTED]@waterfrontoronto.ca <[REDACTED]@waterfrontoronto.ca>
Cc: INFC|INFC (shainah.macfarlane@canada.ca) <shainah.macfarlane@canada.ca>
Subject: Dashboard etc.

Hi Ed,

In preparation for the upcoming IGSC, could you provide us with the most recent Dashboard as well as a brief status update on the design and construction status of the project. At current, the most recent Dashboard we have is December 2018 and as I understand, they are updated on a monthly basis.

We want to ensure that we are on the same page going into next week's IGSC and that all of our materials accurately reflect the progress Waterfront Toronto has made since the last meeting, as I am sure much progress has been made since the ground-breaking took place in November.

If possible, it would be appreciated if you could provide these updates as soon as possible, but no later than close of business tomorrow.

You can call me as per below if we need to discuss.

Thanks

Robert G. McCallum, P.Eng.
(613) 948-9450
robert.mccallum@canada.ca

Coffin, Erin (INFC)

From: Lisa Taylor <LTaylor@waterfronttoronto.ca>
Sent: March 20, 2019 11:15 AM
To: Coffin, Erin (INFC); McCallum, Robert (INFC); MacFarlane, Shainah (INFC); 'Whitehead, Cam (MOI)'; James, Andre (MOI); 'Catalina.Manning@ontario.ca'; 'Adrian.Lue@ontario.ca'; Nassif, Marie-Pier (INFC); Tippins, Shawn (INFC); Faraday-Smith, Nancy (INFC); Ren, Wendy (MOI); Sandra Rodriguez; Jay Paleja; David Stonehouse; Brett Howell; Mike Yu
Cc: Edward Chalupka
Subject: RE: Revised AG Action Plan - Governments Comments
Attachments: AG Recommendation and Proposed Action_Updated by WT March 20 2019.docx

Good morning government partners

Based on the discussion at the tri-government working group meeting on Tuesday March 5, 2019 with respect to the **Auditor General Report follow up**, please find attached the draft **Revised AG Audit Workplan** pertaining to the **six WT recommendations** based on government feedback (for review and comment).

Thank you

Cheers

Lisa

lisa taylor | chief financial officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [REDACTED]
 ltaylor@waterfronttoronto.ca | www.waterfronttoronto.ca



WATERFRONToronto

From: Manning, Catalina (MOI) <Catalina.Manning@ontario.ca>
Sent: Monday, March 4, 2019 11:41 AM
To: 'Tippins, Shawn (INFC)' <shawn.tippins@canada.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>; Brett Howell [REDACTED]@toronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Edward Chalupka [REDACTED]@waterfronttoronto.ca>; Lisa Taylor <LTaylor@waterfronttoronto.ca>
Cc: James, Andre (MOI) <andre.james@ontario.ca>; Sutter, William (MOI) <William.Sutter@ontario.ca>; Lue, Adrian (MOI) <Adrian.Lue@ontario.ca>
Subject: RE: Action Plan - Governments Comments

Hello folks

Re-circulating the document with the comments identifying which government partner provided what comment [REDACTED]

Thanks

Cata

From: Manning, Catalina (MOI)
Sent: March-04-19 8:23 AM
To: 'Tippins, Shawn (INFC)' <shawn.tippins@canada.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-

smith@canada.ca>; 'Brett Howell' <[REDACTED]@toronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>;
'Edward Chalupka' <[REDACTED]@waterfrontoronto.ca>; Chittenden, Lisa (MOI) <Lisa.Chittenden2@ontario.ca>
Cc: James, Andre (MOI) <Andre.James@ontario.ca>; Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>; Whitehead, Cam
(MOI) <Cam.Whitehead@ontario.ca>; Sutter, William (MOI) <William.Sutter@ontario.ca>; Lue, Adrian (MOI)
<Adrian.Lue@ontario.ca>

Subject: Action Plan - Governments Comments

Hello Ed and Lisa

Hope you had a good weekend.

We wanted to share our consolidated comments on the WT action plan. The TWG meeting is scheduled for Tuesday, if there are any questions we can discuss in more detail then or schedule a separate meeting, if we need additional time.

Please note that these are our initial comments at the staff level.

Thanks

Cata

Catalina Manning
Senior Policy Analyst
Policy and Planning Branch | Infrastructure Policy Division
Ministry of Infrastructure
777 Bay St., Toronto, 4th Fl.
Phone: 437-772-5280

